Group Award Specification for:

Professional Development Award (PDA) in Managing Projects and Business Processes (SCQF level 9)

Group Award Code: GM71 49

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Contents

1   Introduction

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

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

The Professional Development Award (PDA) in Managing Projects and Business Processes at SCQF level 9 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 SVQs in Management. The PDA awards, therefore, consist of units which also form part of an SVQ 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.

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 PDAs in Leadership and Management (consisting of HN Units) and new flexible PDAs (consisting of HN, SVQ and National Workplace Units) can be found at Appendix 1.

The Chartered Management Institute (CMI) has agreed to jointly certificate the PDA in Managing Projects and Business Processes 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 Leadership and Management.

1.1 Rationale for the development of the PDA in Projects and Business Processes (SCQF level 9)

The PDA in Managing Projects and Business Processes at SCQF level 9 offers candidates the opportunity to develop their management competence in achieving results, one of the areas of competence identified by the Skills CFA. Candidates who successfully complete the award will gain a number of benefits, including:

♦ an awareness of the principles of project management and how they fit in with the everyday processes involved in managing an organisation
♦ the capability to develop and agree a plan for a project
♦ the capability to monitor and control the implementation of a project plan and take into account changes to the plan
♦ the ability to manage business processes in a way that achieves organisational requirements
♦ an ability to demonstrate that their work as a manager meets the needs of customers and stakeholders

The above should ensure that candidates possess not only project management skills but also fully recognise how project management fits in to the processes used by the business in its normal operational activity. Employers should benefit by having managers with a wider range of competence and the flexibility to manage projects, as well as business processes to deliver the different outputs that the organisation may require. Both units emphasise the importance of meeting customer and stakeholder needs. The PDA, therefore, should also benefit employers as it highlights the importance for managers of key business metrics.

The PDA in Managing Projects and Business Processes at SCQF level 9 is designed to enable managers to develop and achieve competence in project management within the context of the overall activities of the organisation. The main reason for this award is the increasing importance of managing projects in organisations. It has been designed in particular to meet the needs of managers who are not designated as project managers as such but who may be required, as part of their managerial role, to take responsibility for projects. Frequently, these are projects aimed at producing some form of business improvement and are often carried out as part of a review of organisational activities. This, in turn, may be motivated by the demands of an accreditation process sponsored by an external agency such as Investors in People or ISO 9001. Projects may be undertaken, for example, to generate improvements prior to an accreditation visit or as a follow-up to an inspection or review.

Managers who are given responsibility for projects must be able to display competence in project management, for example, monitoring and controlling the project plan. However, they must also have the capability to integrate the project work with the business processes used by the organisation — the processes in fact which they may be expected to manage as part of their normal management role.

It is for this reason that this PDA combines a specific unit on project management with one on business processes. The unit FA5 *Manage Projects* has been deliberately chosen as it concentrates on the basic competences involved in successfully managing a project. Candidates who complete this unit will therefore have demonstrated that they can manage to national standards of project management. They should, therefore, be in a strong position to cope well whenever the need arises for them to be placed in charge of a project.

The unit FA3 *Manage Business Processes* fits together with FA5 *Manage Projects* because it is about the competences required to manage business processes to deliver required outputs. For candidates who manage projects occasionally, this is likely to be key part of their managerial role. Linking the two units should help them to recognise that many parts of project management (particularly during the implementation stage) are very similar, if not sometimes the same, as managing business processes. Putting the two units together in a PDA should help candidates who may be a little concerned about managing a project. Undertaking this PDA should help them to gain confidence in project management and enhance their flexibility as managers by enabling them to demonstrate another aspect of their competence.

After completion of this PDA, candidates should have demonstrated that they are competent in both project management and managing business processes. They should, as managers, be able to deliver outputs - either from a project or as a result of their day to day work as managers — which meet the needs of customers and stakeholders. In other words, they will be able to achieve results for their organisation.

In common with other PDAs focusing on areas of Skills CFA competence, the PDA in Managing Projects and Business Processes at SCQF level 9 is another specific award aimed at building a particular area of managerial competence. Like these awards, it may be more suitable for managers who have some experience and have already had the opportunity to develop and demonstrate their general competence as managers.

Furthermore, it is possible that those who have successfully accomplished PDAs such as the PDA in Leadership at SCQF level 8 or the PDA in Managing Finances at SCQF level 8 may wish to develop another specific area of competence by attempting this PDA in Managing Projects and Business Processes at SCQF level 9.

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 Leadership and Management (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.

SQA has also developed a more flexible suite of PDAs at SCQF levels 6, 7, 8 and 9. Each PDA is made up of a number of HN, SVQ and National Workplace Units. To achieve these PDAs, candidates must select one unit from a restricted mandatory section and one unit for a bank of options. (See appendix 1 for more details)

2 Qualification structure

The PDA in Managing Projects and Business Processes at SCQF level 9 consists of two units, both of which are mandatory:

2.1 Structure

4 code	2 code	SSC unit code	Unit title	SQA credit	SCQF credit points	SCQF level
H8H0	04	CFAM&LFA5	Manage projects	1	11	8
HK32	04	CFAM&LFA3	Manage business processes	1	15	9
			Total	2	26	9

The PDA in Managing Projects and Business Processes at SCQF level 9 will be achieved on successful completion of these two mandatory units. It has been levelled at SCQF level 9 as the majority of SCQF points are at SCQF level 9.

3 Aims of the qualification

The aim of the PDA in Managing Projects and Business Processes is designed to provide candidates with a sound grounding in project management and ability to deliver outputs from their day to day work.

3.1 General aims of the qualification

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 qualification

The PDA in Managing Projects and Business Processes at SCQF level 9 has some specific aims. It will:

8 enable candidates to develop and achieve the competences, and the underpinning knowledge and understanding, required to manage projects within the overall context of the activities of their organisation.
9 enable candidates to develop and agree a plan for a project.
10 enable candidates to monitor and control the implementation of a project plan to ensure that it achieves its key objections and is completed to the satisfaction of the project sponsor(s) and key stakeholders.

11 enable candidates to manage business processes to make sure that their organisation delivers outputs that meet customer and stakeholder needs within organisational and legal requirements.

4   Recommended entry to the qualification

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

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 3.

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 Projects and Business Processes 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, although it contains a unit at SCQF level 8. Before commencing the award, candidates should be able to show that they have the requisite background to attempt a unit at SCQF level 8. In particular, they should be able to demonstrate appropriate written and oral communications skills for a unit at SCQF level 8. Candidates who are able to complete FA5 *Manage Projects* should be in a position to progress to a level 9 unit and therefore should be able to attempt FA3 *Manage Business Processes.*

4.1 Core Skills entry profile

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

Core Skill	Recommended SCQF entry profile	Associated assessment activities
Communication	SCQF level 6	Candidates will need well developed oral and written communication skills to enable them to undertake this level 9 PDA.
Numeracy	SCQF level 5	Both units cover managing resources to enable successful achievement of projects and to deliver outputs.
Problem Solving	SCQF level 6	Candidates will need to develop a realistic and thorough plan for undertaking the project and achieving its objectives. They will also need to monitor the project and respond to any problems encountered or changes to organisational objectives.
Working with Others	SCQF level 6	Candidates will need to discuss and agree the objectives of the proposed project with project sponsors and other stakeholders. They will also need to brief team members on the project plan and agree roles and responsibilities.

5 Additional benefits of the qualification in meeting employer needs

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

5.1 Mapping of qualification aims to units

Code	Unit title	Aims										
		1	2	3	4	5	6	7	8	9	10	11
H8H0 04	Manage projects	X	X	X	X	X	X	X	X	X	X	
HK32 04	Manage business processes	X	X	X	X	X	X	X	X		X	X

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.
8   enable candidates to develop and achieve the competences, and the underpinning knowledge and understanding, required to manage projects within the overall context of the activities of their organisation.
9   enable candidates to develop and agree a plan for a project.
10 enable candidates to monitor and control the implementation of a project plan to ensure that it achieves its key objections and is completed to the satisfaction of the project sponsor(s) and key stakeholders.
11 enable candidates to manage business processes to make sure that their organisation delivers outputs that meet customer and stakeholder needs within organisational and legal requirements.

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

The units making up the PDA in Managing Projects and Business Processes are the NOS developed by Skills CFA, the standards setting body for management:

CFAM&LFA5   Manage projects
CFAM&LFA3   Manage business processes

5.3 Mapping of Core Skills development opportunities across the qualification

There are opportunities to develop the following Core Skills but there is no automatic certification of these Core Skills.

Unit code	Unit title	Communication	Numeracy	ICT	Problem Solving	Working with Others
H8H0 04	Manage projects	SCQF level 6	SCQF level 6		SCQF level 6	SCQF level 6
HK32 04	Manage business processes	SCQF level 6	SCQF level 6		SCQF level 6	SCQF level 6

5.4 Assessment strategy for the qualification

The assessment strategy for the PDA in Managing Projects and Business Processes at SCQF level 9 can be found in Appendix 3. As this PDA is made up of SVQ units, the evidence generated must come from real work activities.

6 Guidance on approaches to delivery and assessment

The delivery and assessment of the PDA in Managing Projects and Business Processes 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 3. Centres must abide by the requirements of this assessment strategy.

It is expected that centres will deliver the PDA in Managing Projects and Business Processes 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 manger, to meet the three components of the standards as set out in the SVQ Management units, ie outcomes, performance criteria and knowledge and understanding.

Candidates are guided through the process of portfolio building by an adviser/assessor 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 Projects and Business Processes 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 performance criteria in the SVQ Management units. Any gaps in the knowledge requirements can be filled by asking the candidate to respond to specific questions.

6.1 Sequencing/integration of units

This PDA is at SCQF level 9, although it contains a unit at SCQF level 8. It is expected that centres will deliver the level 8 unit FA5 *Manage Projects* before progressing to the level 9 unit FA3 *Manage Business Processes*.

6.2 Recognition of prior learning

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

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

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

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

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

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

6.2.1 Articulation and/or progression

Possible pathways and progression routes, together with additional advice are outlined in Appendix 2.

Both units in the PDA in Managing Projects and Business Processes at SCQF level 9 contribute to the SVQ in Management SCQF level 7 and one of the units contributes to the SVQ in Management SCQF level 9 — mandatory (M) and optional (O) units. The following table illustrates this.

SSC unit code	Unit title	SVQ in Management SCQF level 7		SVQ in Management SCQF level 9	
		M	O	M	O
CFAM&LFA5	Manage Projects		X		
CFAM&LFA3	Manage Business Processes		X	X	

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 Planning and Implementing Change 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.

6.2.2 Professional recognition

The Chartered Management Institute jointly certificates the PDA in Managing Projects and Business Processes at SCQF level 9 with SQA. This will enable candidates to progress within the CMI framework of qualifications.

6.3　Opportunities for e-assessment

It has already been noted that the PDA in Managing Projects and Business Processes at SCQF level 9 is a workplace award. While most candidates will have face to face contact with 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**.

6.4　Support materials

SQA has developed candidate support packs for the most of the units in the suite of work-based PDAs in Management. These can be down loaded 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. Currently there is a support pack for the Unit FA3 *Manage Business Processes*. There is also useful HN support materials (also available on the secure site) which would be helpful for FA5 *Managing Projects*.

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

6.5　Resource requirements

The assessment strategy outlined in Appendix 3 provides details of the occupational requirements of assessors and internal verifiers.

As this PDA is made up of SVQ units, evidence must come from actual workplace activities.

7　General information for centres

Equality and inclusion

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

Internal and external verification

All instruments of assessment used within this qualification should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment* **(www.sqa.org.uk/GuideToAssessment)**.

8   Glossary of terms

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

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

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

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

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

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

SCQF: The Scottish Credit and Qualification Framework (SCQF) provides the national common framework for describing all relevant programmes of learning and qualifications in Scotland. SCQF terminology is used throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at **www.scqf.org.uk**.

SCQF credit points: SCQF credit points provide a means of describing and comparing the amount of learning that is required to complete a qualification at a given level of the Framework. One National Unit credit is equivalent to 6 SCQF credit points. One National Unit credit at Advanced Higher and one Higher National Unit credit (irrespective of level) is equivalent to 8 SCQF credit points.

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

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

History of changes

It is anticipated that changes will take place during the life of the qualification and this section will record these changes. This document is the latest version and incorporates the changes summarised below. Centres are advised to check SQA's APS Navigator to confirm they are using the up to date qualification structure.

NOTE: Where a unit is revised by another unit:

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

Version Number	Description	Date

Acknowledgement

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of this qualification.

9   General information for candidates

Welcome to the Professional Development Award (PDA) in Managing Projects and Business Processes 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 Managing Projects and Business Processes at SCQF level 9. We hope that it is an enjoyable and stimulating learning experience for you.

The award makes use of the National Occupational Standards (NOS) for management as specified by the Skills CFA. They are at the forefront of current management practices within leading organisations.

It means that by doing the 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 Managing Projects and Business Processes at SCQF level 9 is made up of two mandatory units:

♦   *Manage Projects*
♦   *Manage Business Processes*

Each unit contains outcomes, performance criteria 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 *Manage Projects* is about helping you to manage projects for which you have been given responsibility. It will enable you develop, agree and implement a plan for a project. It will enable you to ensure that the project achieves its key objectives and is completed to the satisfaction of the project sponsor and other stakeholders.

The unit *Manage Business Processes* will enable you to manage business processes to make sure your organisation meets the needs of stakeholders in line with organisational and legal requirements.

The units fit together because managing a project has much in common with managing business processes on a day to day basis. The main difference is that a project is a one-off which has a clear start and finish date. These set the boundaries for it. However, during the actual implementation of the project your work as a manager closely resembles what you would do when managing business processes.

Achievement of the PDA should help you, as a manager, to confirm that you are able to manage in a way which ensures that you achieve the targets you are set and that you reach the standards expected of you by 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 Management SCQF level 7 or SVQ Management SCQF level 9, 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 you are undertaking the PDA in Managing Projects and Business Processes you will be eligible for 12 months free studying membership of CMI which allows you access to management information, support materials, tools etc.

Good luck with your studies.

Appendix 1 Suite of PDAs in Leadership and Management

(PDAs based on SVQ units)

Title of PDA	Revised units	SCQF credits points
PDA in Managing Self and the Work of Others at SCQF level 7 (GM72 47)	AA2 (HK26 04) Develop Your Knowledge, Skills And Competence (level 7, credits 6) DB4 (HA9V 04) Manage People's Performance at Work (level 7, credits 14)	20
PDA in Leadership and Management of the Work of Others at SCQF level 7 (GM74 47)	BA2 (H8GY 04) Provide Leadership In Your Area of Responsibility (level 8, credits 9) DB4 (HA9V 04) Manage People's Performance at Work (level 7, credits 14)	23
PDA in Leadership at SCQF level 8 (GM7G 48)	BA2 (H8GY 04) Provide Leadership in Your Area of Responsibility (level 8, credits 9) BA9 (H68E 04) Develop Operational Plans (level 8, credits 11)	20
PDA in Managing Finances at SCQF level 8 (GM6Y 48)	EA4 (H68K 04) Manage Budgets (level 7, credits 11) EA3 (H5K4 04) Manage the Use of Financial Resources (level 8, credits 14)	25
PDA in Managing Projects and Business Processes at SCQF level 9 (GM71 49)	FA5 (H8H0 04) Manage Projects (level 8, credits 11) FA3 (HK32 04) Manage Business Processes (level 9, credits 15)	26
PDA in Planning and Implementing Change at SCQF level 9 (GM7E 49)	CA4 (HF80 04) Implement Change (level 8, credits 11) CA2 (HK2A 04) Plan Change (level 9, credits 15)	26
PDA in Strategic Leadership (GM7C 51)	BA1 (H8GW 04) Lead Your Organisation (level 11, credits 13) FE5 (HK3G 04) Manage Continuous Improvement (level 11, credits 11)	24

(PDAs based on HN Units)

Titles of PDA	Units making up the PDA	SCQF credit Points
PDA in Management at SCQF level 6 (G972 46)	Managing Self and Resources (F3XP 33) Working in a Team (F3XR 33)	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)	24
PDA in Managing Self and Others at SCQF level 8 (G9CT 48)	Develop Skills for Personal Effectiveness (DF4F 35) Managing People (F5GF 35)	24
PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)	Manage Operational Resources (H1F5 34) Management of Quality (DW6G 34)	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)	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)	24
PDA in Strategic Management at SCQF level 8 (GF93 48)	Management: Strategic Change (H1S6 35) Management: Develop Strategic Plans (H1S7 35)	16
PDA in Organisational Leadership at SCQF level 9 (G9CV 49)	Management: Organisational Leadership and Development (H1S8 35) Leadership for Managers (F5GH 36)	24
PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)	Decision Making for Managers (F5GG 36) Management: Organisational Innovation (DV80 36)	24
PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51)	Organisational Ethics (F8K9 39) Organisational Decision Making (F8KA 39)	32

Flexible PDAs in Leadership and Management

(Each PDA is made up of SVQ, HN and National Workplace Units. To achieve one of the flexible PDAs, candidates select one unit from a restricted mandatory section and one optional unit from a wide range of options)
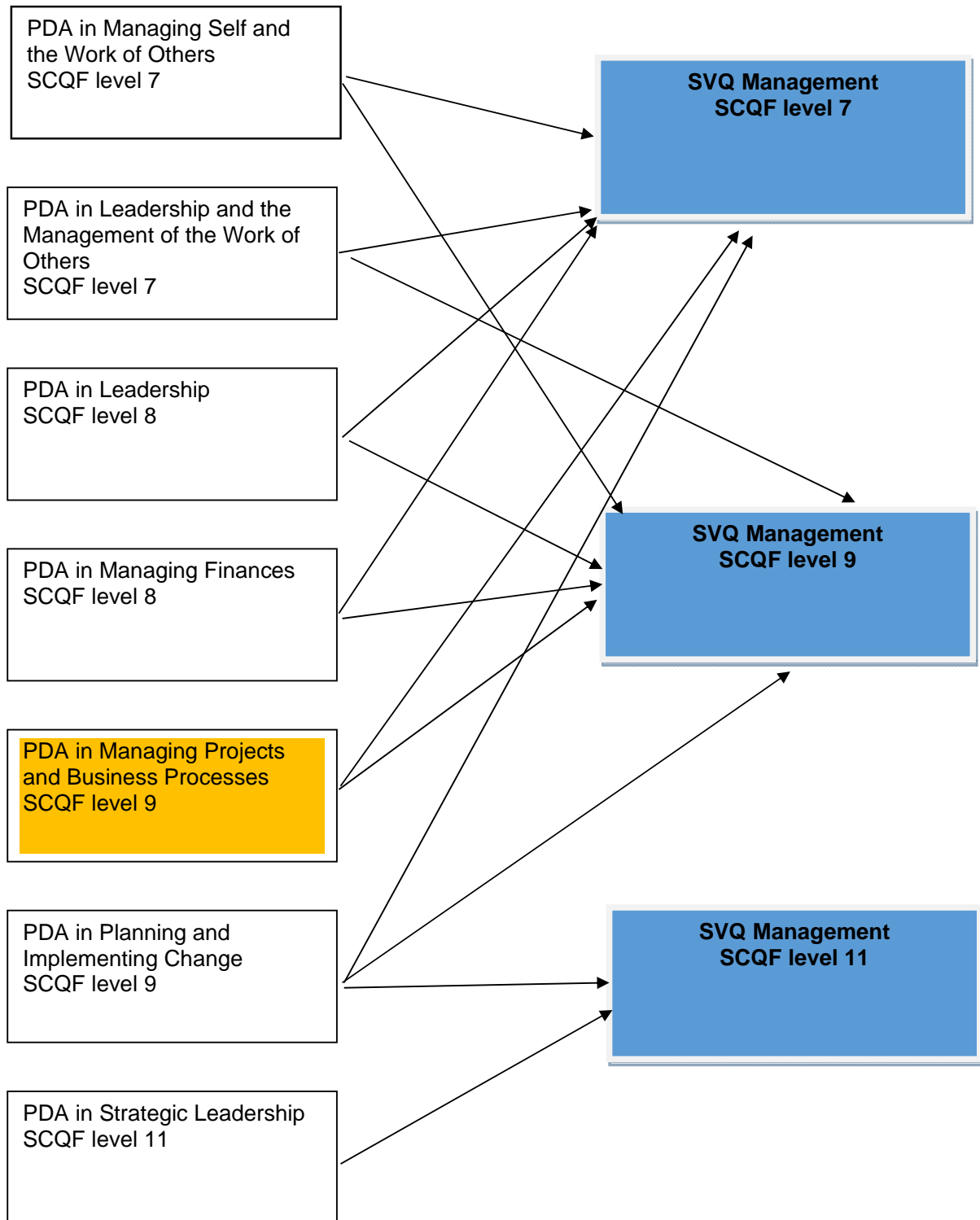
GM0L 46   PDA in Introductory Leadership and Management at SCQF level 6

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

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

GM0M 46   PDA in Strategic Leadership and Management at SCQF level 9

Appendix 2 Possible pathways and progression routes

PDA in Managing Self and the Work of Others
SCQF level 7

PDA in Leadership and the Management of the Work of Others
SCQF level 7

PDA in Leadership
SCQF level 8

PDA in Managing Finances
SCQF level 8

PDA in Managing Projects and Business Processes
SCQF level 9

PDA in Planning and Implementing Change
SCQF level 9

PDA in Strategic Leadership
SCQF level 11

SVQ Management
SCQF level 7

SVQ Management
SCQF level 9

SVQ Management
SCQF level 11

XSQA

Assessment strategy

for

PDAs in Leadership and Management

1 Introduction

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

This document outlines the criteria in relation to:

♦   requirements of assessors/tutors and internal verifiers
♦   evidence

A list of the PDAs covered by this assessment strategy is included in Appendix 1.

2 Requirements of assessors/tutors and internal verifiers

2.1 Assessors

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

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

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

For SVQ units:

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

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

For HN and National Workplace Units:

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

2.2 Internal verifiers

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

To internally verify a PDA in Leadership and Management, internal verifiers must:

For SVQ units:

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

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

For HN and National Workplace Units:

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

2.3 Continuing Professional Development (CPD) Records

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

3. Evidence

3.1 Evidence from workplace performance

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

3.2 Evidence from classroom based activities

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

PDAs in Leadership and Management

SCQF level 6

PDA in Management at SCQF level 6 (G972 46)

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

SCQF level 7

PDA in Managing Self and Others at SCQF level 7 (G9CR 47)

PDA in Managing Self and the Work of Others at SCQF level 7(GM72 47)

PDA in Leadership and Management of the Work of Others (GM74 47)

PDA in Managing Resources and Quality at SCQF level 7 (G9CP 47)

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

SCQF level 8

PDA in Leadership and Change at SCQF level 8 (G9CN 48)

PDA in Managing Self and Others at SCQF level 8 (G9CT 48)

PDA in Project Management at SCQF level 8 (G9CK 48)

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

PDA in Leadership at SCQF level 8 (G9MN 48)

PDA in Managing Finances at SCQF level 8 (GM6Y 48)

PDA in Strategic Management at SCQF level 8 (GF93 48)

SCQF level 9

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

PDA in Organisational Leadership at SCQF level 9 (G9CV 49)

PDA in Decision Making and Innovation at SCQF level 9 (G9CM 49)

PDA in Managing Projects and Business Processes at SCQF level 9 (GM71 49)

PDA in Planning and Implementing Change at SCQF level 9 (GC6F 49)

PDA in Leading Change at SCQF level 9 (GC6G 49)

SCQF level 11

PDA in Strategic Leadership at SCQF level 11 (GM7C 51)

PDA in Organisational Ethics and Decision Making SCQF level 11 (G9M9 51)