Mapping the leadership capabilities with the Scottish Vocational Qualifications at SCQF levels 6, 7 and 9 in Social Services and Healthcare

February 2016

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1. Introduction

This guidance details the outcomes from the mapping carried out for the Scottish Social Services Council (SSSC) to identify how and where the National Occupational Standards (NOS) within Scottish Vocational Qualifications (SVQ) at Scottish Credit and Qualifications Framework (SCQF) levels 6, 7 and 9 Social Services and Healthcare map against the six leadership capabilities.

This guidance describes how the mapping can inform leadership development and support the achievement of qualifications in practice. We have included examples from practice to illustrate this.

This guidance allows frontline workers, their managers, supervisors and training providers or assessors to:

- use the mapping exercise to identify, within the worker's job role:
  - where leadership capabilities are required
  - how leadership capabilities can be developed
  - how leadership capabilities can be evidenced.

- identify links between the NOS and the leadership capabilities.

2. Tools to support your leadership

There are three main tools which should be used together to support your practice.

a. Leadership capability grids

You should use the relevant leadership capability grids for the NOS you are using to develop your leadership capability. The detailed mapping for each NOS was carried out at knowledge and performance level. Each NOS has a specific leadership capability grid. These grids highlight the links between the leadership capabilities, at the theme of indicator from the Step into Leadership website.

Commented [d1]: Hyperlink to suite of grids

At the beginning of each grid a summary is provided of the assumptions regarding how leadership may be demonstrated at the SVQ level for that NOS.

b. Leadership capability ready reckoner for Managers and Frontline Workers

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Leadership capability ready reckoners provide a visual representation of the leadership capabilities in the form of a spider's web. Workers are encouraged to colour in different leadership capability themes which will show them (and, where appropriate, their assessor or line manager) how they are progressing in relation to each.

Illustrations of how to use the leadership capability ready reckoners are included in the examples from practice.

c. Leadership capability evidence collection tool

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There is an evidence collection tool to help support evidence collection against the leadership capability grids. The tool provides space for workers to note their evidence for the leadership capabilities against a particular NOS.

There are two evidence collection tools:

- one for frontline workers to be used with those working with the SVQ level 2 and 3 NOS
- one for managers for those working with SVQ level 4 NOS.

3. Examples from practice

The following examples show how a worker undertaking different levels of study can use the mapping and supporting tools:

- for SCQF level 6 the example shows emerging practice (Jane)
- for SCQF level 7 the examples show accomplished practice (Luke and Moira)
- for SCQF level 9 the example shows established and accomplished practice (Ashley).

SCQF level 6 Leadership emerging in practice: Jane

Jane is a support worker in the community for people with physical care needs. Jane has recently started doing her SVQ in Social Services and Healthcare at SCQF 6 and is very committed to the individuals she works with. Jane's assessor, Qamar, wants to develop Jane's confidence and self-esteem when providing support to individuals, especially when working with others and sometimes when working with carers. Qamar discusses the leadership capabilities indicators for frontline workers with Jane's manager, explaining how looking at these in relation to the NOS units will help Jane see how she is demonstrating emerging leadership capabilities when working as part of her team and with the individuals she has responsibility for.

Qamar and Jane discuss where she might demonstrate leadership capabilities relating to the mandatory NOS and two optional NOS units (listed below) she is doing.

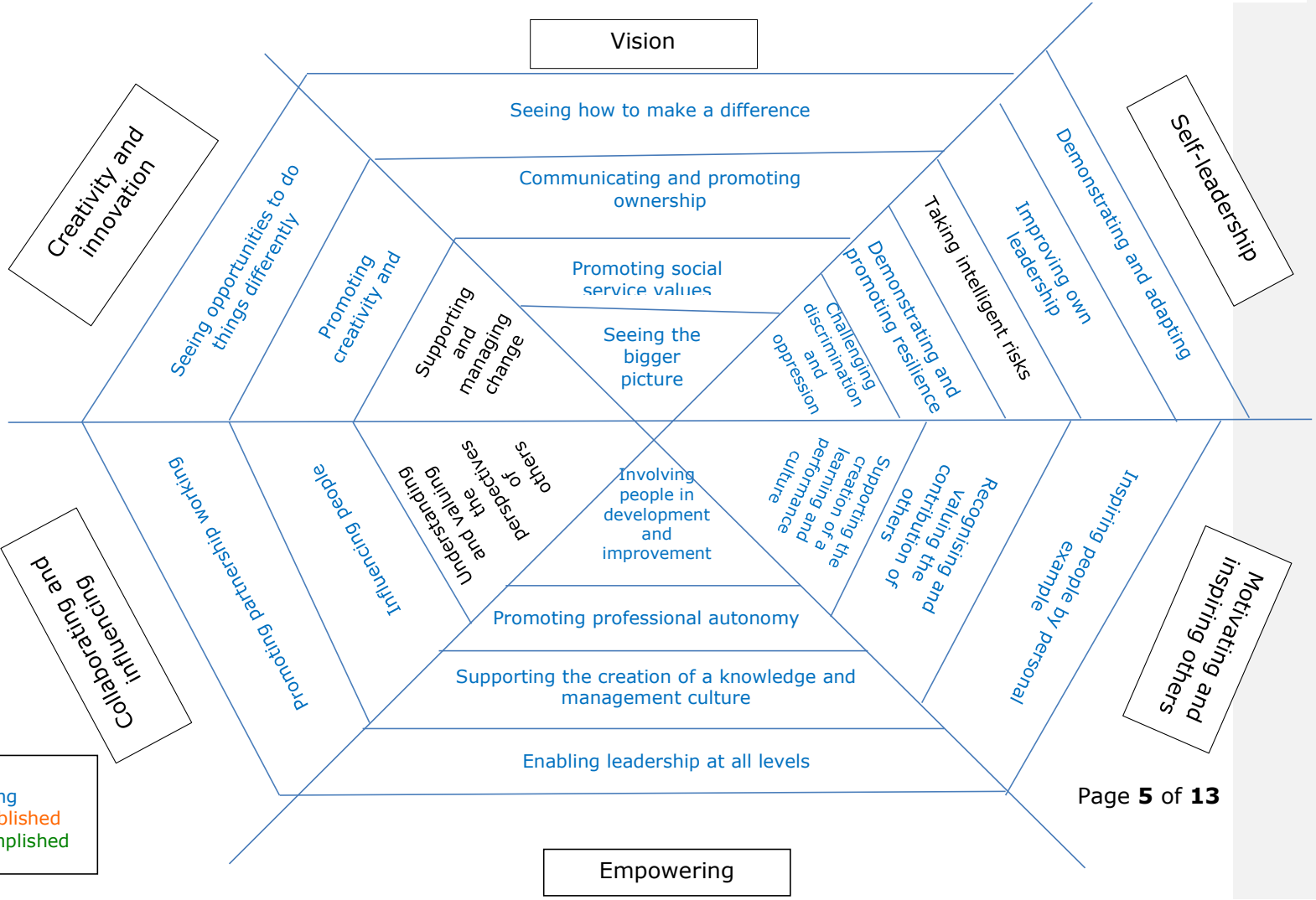
SCDHSC027: Support individuals in their daily living
SCDHSC227: Contribute to working in partnership with carers

Qamar talks Jane through the emerging stage of the leadership capabilities indicators for frontline workers, using these in conjunction with the leadership capability ready reckoner. Jane colours in (see Figure 1) the reckoner to help her see the emerging leadership capabilities she might generate evidence for as she works through her SVQ.

Qamar supports Jane during her SVQ to discuss the leadership capabilities she is (indirectly) demonstrating using the leadership capability grids as she fulfils the NOS requirements and encourages her to use the leadership capability evidence record tool to write about this.

Having a clearer awareness of her own leadership skills raises Jane's self-esteem and helps her to work more effectively with others.

Figure 1 **Frontline Worker Leadership Capability Ready Reckoner: Jane**



Colour code:
Blue: emerging
Orange: established
Green: accomplished

SCQF level 7 Accomplished leadership practice: Luke

Luke is a practitioner in a residential care home for adults with learning disabilities aged 18-30. He has completed his SCQF level 6 and is to start working towards his SCQF level 7 Social Services and Healthcare. His career goal is to become a residential care manager, eventually working towards a higher qualification.

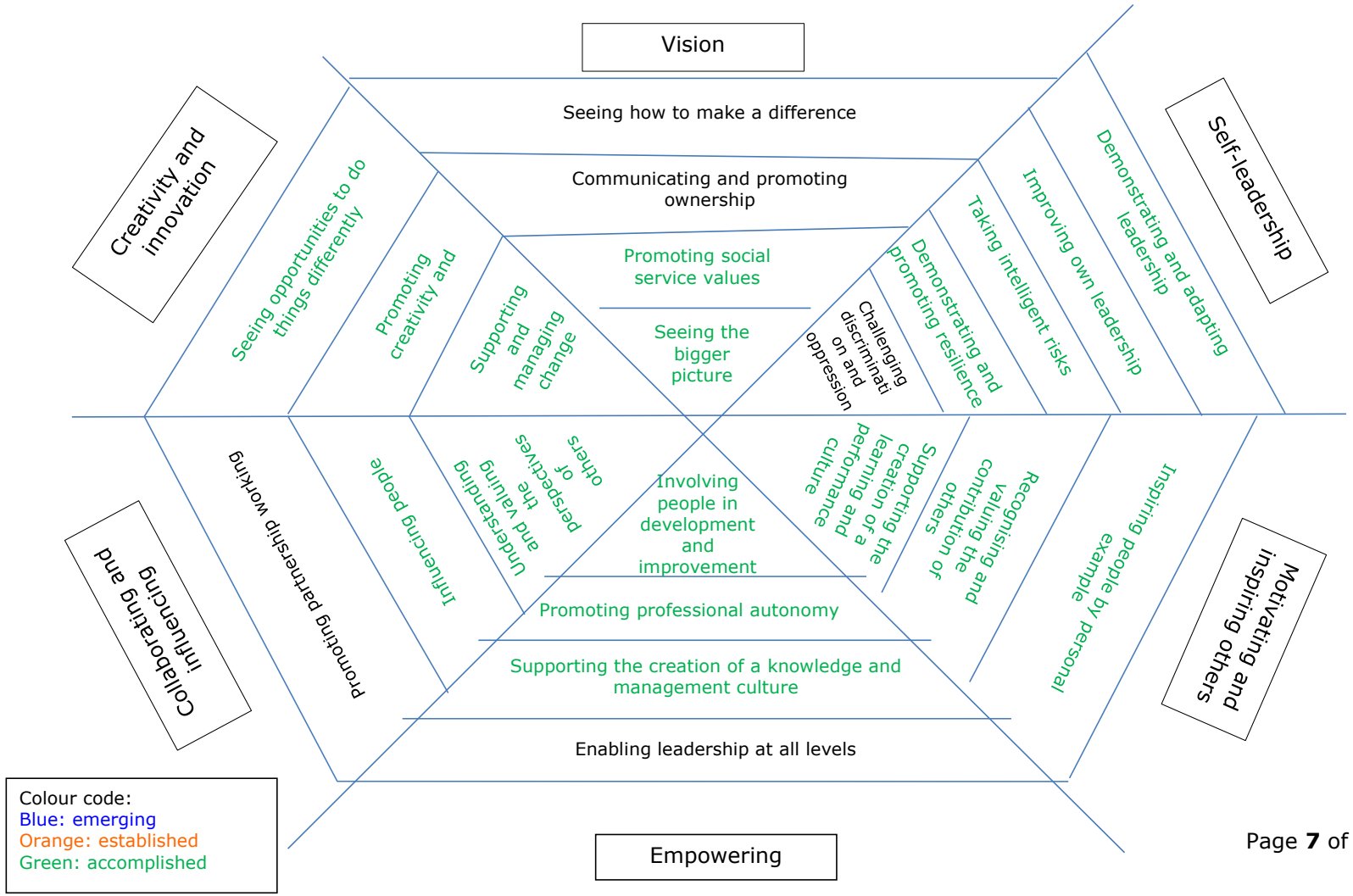
Luke works with his line manager, Shirley, to identify the NOS appropriate to his job role. He decides to start with the mandatory NOS and chooses the following optional NOS to complete his SVQ:

SCDHSC0328 Contribute to the planning process with individuals
SCDHSC0329 Support individuals to plan, monitor and review the delivery of services
SCDHSC0332 Promote individuals' positive self-esteem and sense of identity
SCDHSC0336 Promote positive behaviour.

As he is interested in moving into management, Shirley suggests that as well as working towards the NOS he also collects evidence for the accomplished leadership capability indicators for frontline workers.

As a first step, Luke and Shirley examine the leadership capability ready reckoner to find the direct links with the NOS and the leadership capabilities. Luke colours in the reckoner as a reminder of the leadership capability indicators (see Figure 2). He examines the leadership capability grids for the mandatory and optional NOS he has chosen to see where the performance and knowledge may (indirectly) link with the leadership capability indicators. While he is collecting evidence for the NOS performance and knowledge he keeps in mind how it may also demonstrate the leadership capability indicators as shown on the grids. Luke records his evidence on the leadership capability evidence record against the leadership capability themes. By the end of his SVQ he has evidence to demonstrate competent performance against the NOS for his SVQ and that he has achieved the accomplished leadership capability indicators for frontline workers.

Figure 2 **Frontline Worker Leadership Capability Ready Reckoner: Luke**



SCQF level 7 Accomplished leadership practice: Moira

Moira is a new family worker and works in the community supporting a number of families. One of her main responsibilities is for young adult parents with a range of physical, mental health and learning disabilities. She works closely with colleagues who work in children's services and she has to work within a multidisciplinary team for all her cases. Moira has a degree in social policy and is keen to progress but cannot start her SVQ for six months because of the organisation's probation policy. She has also volunteered as an independent representative in the past so is interested in taking this further.

She meets her manager who suggests it would be useful if she works towards the accomplished leadership capabilities indicators for frontline workers while she waits to start her SVQ. They agree this would allow Moira to become familiar with the NOS in the SVQ while at the same time giving her something to work towards to develop her leadership capabilities. They decide to look at the NOS in the SCQF level 7 in Social Services and Healthcare and choose four NOS optional units Moira is likely to use for her SVQ.

SCDHSC0329 Support individuals to plan, monitor and review the delivery of services

SCDHSC0332 Promote individual's self-esteem and sense of identity

SCDHSC0368 Present individuals' preferences and needs

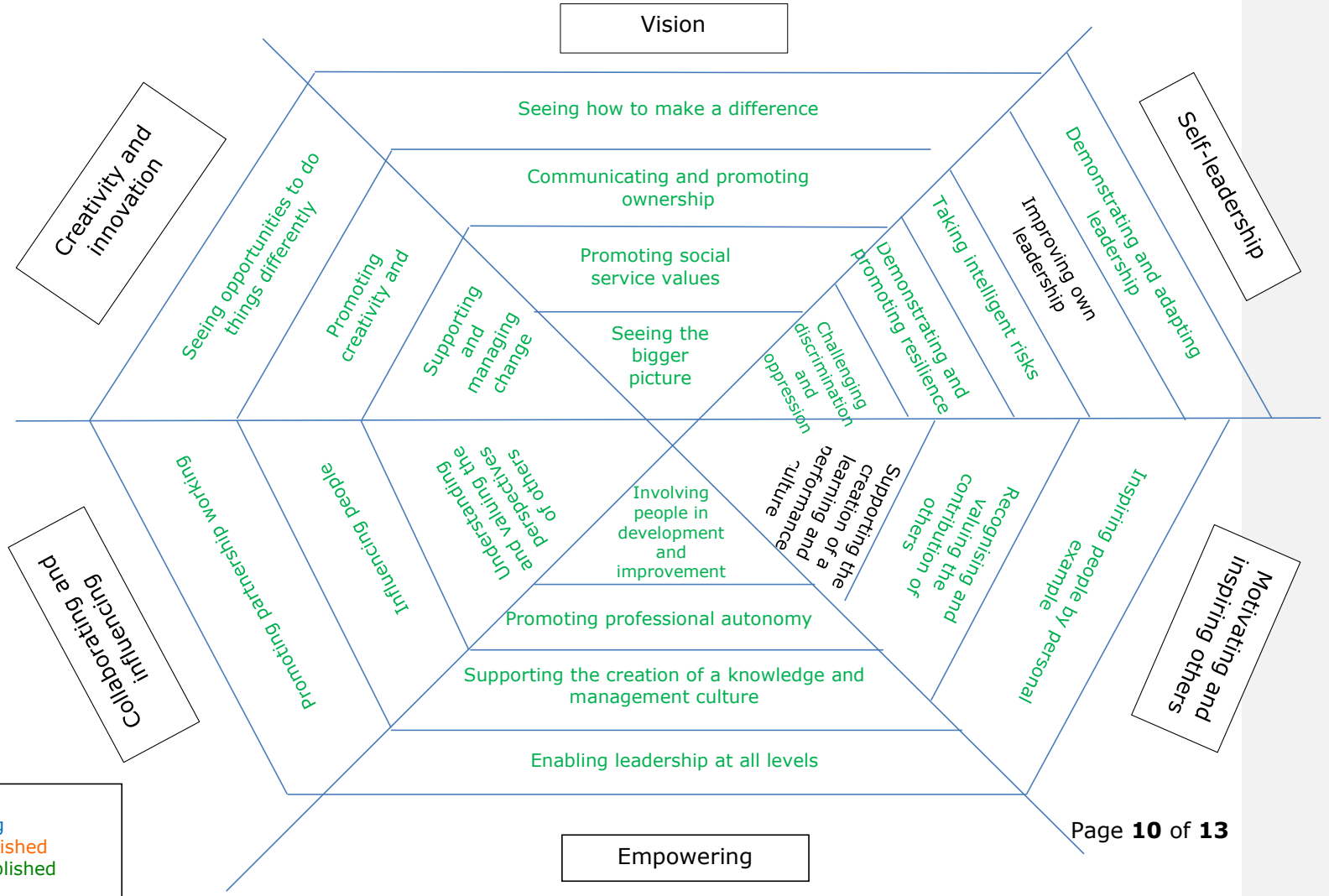
SCDHSC3100 Participate in inter-disciplinary team working to support individuals

Using the appropriate leadership capability grids for the NOS she has chosen Moira identifies where the accomplished leadership capabilities link directly or indirectly with the performance and knowledge within the NOS. Moira uses the leadership capability ready reckoner colour coding system for the accomplished stage to see where the leadership capabilities have a direct link. She realises that across the NOS she has chosen there are many direct links to the accomplished leadership themes of capability (see Figure 3).

She uses this information as the basis for a discussion with her manager about how she will work towards the accomplished leadership capabilities indicators for

frontline workers. When working towards the leadership capabilities Moira records her evidence using the leadership capability evidence record against the leadership capability themes.

Figure 3 **Frontline Worker Leadership Capability Ready Reckoner: Moira**



Colour code:
Blue: emerging
Orange: established
Green: accomplished

SCQF level 9 Established and accomplished leadership practice: Ashley

Ashley is a care manager for a large housing association which provides support in the community alongside supported housing for older adults. Ashley has progressed from a housing support worker seven years ago and is hoping to start his SVQ 4 Social Services and Healthcare at SCQF Level 9. His aim is to move into senior management in the organisation.

Ashley and the human resources (HR) manager meet the training provider assessor, Angela, to discuss Ashley's job and identify the most appropriate optional NOS for Ashley to work towards in his SVQ. They agree:

SCDHSC0414 Assess individual preferences and needs

SCDHSC0415 Lead the service delivery planning process to achieve outcomes for individuals

SCDHSC0422 Promote housing opportunities for individuals

SCDHSC0430 Lead practice to reduce and prevent the risk of danger, harm and abuse.

As Ashley wishes to progress further and leadership capabilities are essential in his role the HR manager suggests that at the same time as collecting evidence for the SVQ he could also generate evidence towards the accomplished leadership capability indicators for managers.

Ashley colours in the leadership capability ready reckoner to see where his current practice fits with the stages of the leadership capability indicators for managers. He can see from his self-assessment that he is at the established and accomplished stages of the leadership capability indicators (see Figure 4). He uses this as the basis for a discussion with his HR manager and the assessor to decide the best way to develop his leadership capabilities to make sure he achieves them all by the end of the SVQ.

Ashley uses the leadership capability grid for each unit he will be working on to see where the performance and knowledge requirements for each NOS link with the leadership capability themes and records evidence using the leadership capability evidence record.

On completing his SVQ Ashley will have evidence of competent performance against the SVQ NOS and the leadership capabilities indicators for managers, which his HR manager says will stand him in good stead when applying for a senior manager post.

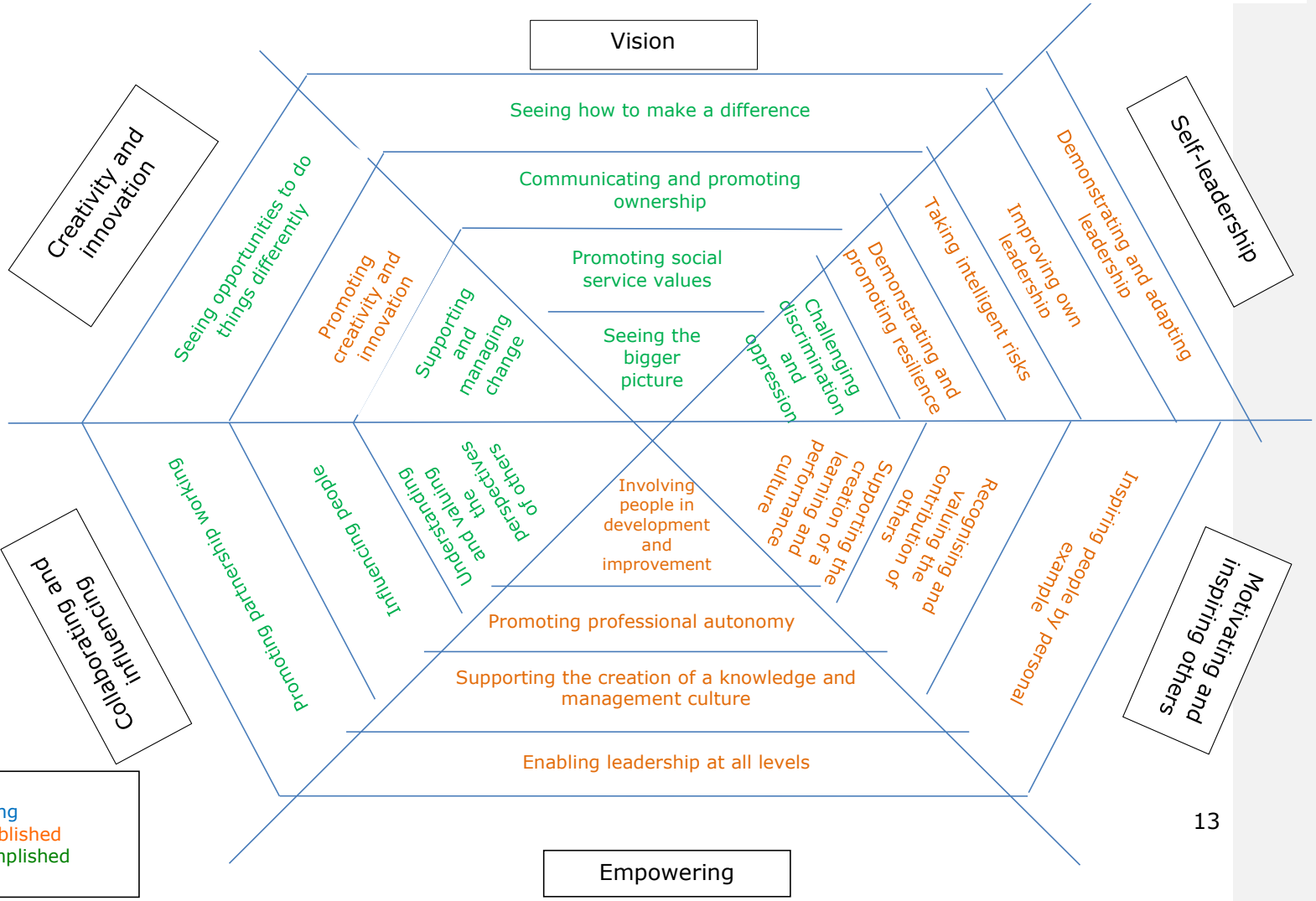



Figure 4 **Frontline Worker Leadership Capability Ready Reckoner: Ashley**