



Leadership & Management Apprenticeships Higher Apprenticeship in Leadership & Management (Level 5)

The Higher Apprenticeship in Leadership & Management (Level 5) is designed for someone who manages teams and/or projects, and achieves operational or departmental objectives, as part of the organisations strategy. They are accountable to a more senior manager or business owner. Working in the private, public and third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours needed will be the same whatever the role.

Some of the roles or occupations that this qualification will support are: Operations Manager, Departmental Manager, Regional Manager, Divisional or Site Manager, General Manager or specialist managers. Key responsibilities may include creating and delivering operational plans, managing projects, leading and managing teams, managing change and financial and resource management, talent management, coaching and mentoring..

Benefits of Qualification

On completion of this 15 to 18 month programme, apprentices will be able to demonstrate a range of leadership and management skills that will allow them to create and deliver operational plans, manage change and/or improvement projects, lead and manage teams through change whilst managing finances and resources, develop and manage their people through coaching and mentoring. The apprenticeship standards 'knowledge, skills and behaviours' are developed over the course of the programme through a combination of workshops, one to one coaching sessions, action plans and a making a difference business project. Learning activities and coaching sessions are aligned to support the apprentice to learn, practice and prepare for the End Point Assessment.

What's covered?

The Management Apprenticeship (Level 5) combines the three key elements:

Level 5 Diploma in Principles of Leadership & Management

- Becoming an Effective Leader
- Managing Improvement
- Motivating People in the Workplace
- Making a Financial Case
- Developing Critical Thinking
- Leading Innovation and Change
- Understanding the Skills, Principles and Practice of Effective Management Coaching
- Managing and Implementing Change in the Workplace
- Understanding the Management Role to Improve Management Performance



Essential Skills Level 2

- Communication
- Application of Number
- Digital Literacy



Level 3 Apprenticeship in Management Portfolio

- E-Portfolio
- SMART Assessor
- One to one Assessor/Coaching Sessions



ilm Level 5 Diploma in Principles of Leadership & Management

The following nine units provide the knowledge qualifications towards the Level 5 Apprenticeship. Combined these provide a minimum of 37 Credits.

Unit Title & Aims

Becoming an Effective Leader

The purpose of this Unit develop knowledge and understanding of effective leadership by evaluating own ability to use a range of leadership styles in different situations and with different types of people. The theory of emotional intelligence is also explored to improve self-awareness and the effect of emotions on own and others' performance.

Managing Improvement

This Unit aims to develop understanding and ability to manage quality, so as to be able to plan improvements to meet or exceed customer requirements, as required by an operations or departmental manager.

Motivating People in the Workplace

This Unit evaluates theories of motivation relevant to the workplace and examines how levels of motivation can be improved to increase both personal and team performance.

Making a Financial Case

Developing an understanding and ability to be able to make a financial case to support change, improvement, expenditure or investment is fundamental to winning the hearts and minds of key stakeholders and justifying the return on investment.

Developing Critical Thinking

The purpose of this Unit is to enable the delegate to think and reflect critically, assessing own beliefs, attitudes and values in relation to the validity of leadership and management Theories.

Leading Innovation and Change

This Unit is designed to enhance the delegates understanding of the need to be more innovative and open to change and provide the skills to lead innovation and change within the organisation.

Understanding the Skills, Principles and Practice of Effective Management Coaching

This Unit enables delegates to understand the role and contribution of coaching and mentoring, identify potential barriers and confidently implement a range of coaching tools and skills to enhance performance.

Managing and Implementing Change in the Workplace

Managing and implementing change for any organisation is the norm. This Unit looks at why and how this can be done, minimising resistance and negativity and winning hearts and minds.

Understanding the Management Role to Improve Management Performance

The aim of this Unit is to enable delegates to demonstrate understanding of the middle management role and be able to plan their own development.

Essential Skills Level 2

Essential Skills Qualification (ESQ) is a fundamental part of the skills agenda in Wales, and the only basic skills qualification offered in the country. The qualification aims to help learners develop their employability skills in areas such as digital literacy, application of numbers and communication. The goal of Essential Skills is to ensure students are able to apply these skills in a range of situation throughout life, whether it's in learning or whilst at work. The Essential Skills Qualification is a compulsory element for everyone wishing to do an Apprenticeship in Wales.

The main categories of qualifications the Essential Skills Wales suite consists of are:

- Essential Application of Number Skills
- Essential Communication Skills
- Essential Digital Literacy

Prior learning of the above qualifications can be mapped across to avoid duplication of work.

Level 5 Apprenticeship in Leadership & Management Portfolio

Candidates must complete the following units (53 credits) to provide the competence qualification towards the Level 5 Apprenticeship.

- Managing Individual Development (4)
- Managing Projects in the Organisation (4)
- Managing Own Professional Development (15)
- Managing Stress and Conflict in the Organisation (3)
- Developing and Leading Teams (4)
- Budgetary Planning and Control (3)
- Developing Your Leadership Styles (4)
- Developing People in the Workplace (4)
- Planning and Leading a Complex Team Activity (4)
- Managing Customer Relations (3)
- Assessing your own Leadership Capability and Performance (6)

These optional units are managed through an on-line portfolio system called Smart Assessor, which allows the candidate to log on and check their progress. The system also allows you to upload evidence and interact with the Assessor in-between company visits. The delegate will be expected to access Smart Assessor during the duration of the programme and submit action plans and assignments for review and/or submit questions or queries.

Candidates are allocated a qualified, competent Assessor who will meet in the workplace on a monthly basis to conduct observations of your work, review submissions and set tasks to complete. Assessor visits last approximately 2 hours per session.

Recognition of Prior Learning (RPL)

If you have previously completed any work based qualifications or unit, any relevant work (evidenced by copies of certificates) can be mapped across to this qualification to avoid duplication of work. Your allocated Assessor will go through RPL with you in more depth during the Induction.

Programme Structure

The programme is delivered through a mix of learning mediums which include:

- One to one Assessments and Reviews
- Group Induction
- On-line Assessments
- Workshops (half-day x 18 or full day x 9)
- Action Learning Sets/Group Tutorials
- One to one Assessor sessions
- e-coaching
- e-learning
- Making a Difference Project
- Assessments

Duration

Typically this Apprenticeship will be delivered over a 15 to 18 month period.

Learner Journey

Please refer to the bespoke Learner Journey for your cohort/organisation for specific details and time-line.

Bespoke Programme

This Apprenticeship can be delivered to an internal cohort of Managers (ideally a minimum of 10) at your organisation. This will allow us to customise the content of the programme to reflect current processes and procedures, personal development plans and the Making a Different Project. Existing organisational competency frameworks and values can also be weaved into the fabric of the programme.

Open Programme

Should you have one or two individual Team Leaders/Supervisors who require this development we can offer an opportunity for them to join an open cohort from different organisations. Whilst we can only customise the personal development and Making a Difference components, individuals will benefit from learning from each other and discovering how different organisations implement best practice.

Apprenticeship Outcomes

Candidates completing this programme will be able to achieve:

- ilm Level 5 QCF Diploma in Management.
- The leadership capability to motivate and manage teams and influence others with an inner confidence.
- A broad understanding of the key management and leadership theories and models that underpin both competence and confidence in the role.
- Level 5 Apprenticeship in Management.
- Essential Skills Level 2 in Communication, Application of Number and Digital Literacy.

Next Open Programme at Palladium Training

The next open programme commences on the 25th March 2019. For the full schedule please request the Learner Journey (Open Programme).