

CHARTERED MANAGER DEGREE APPRENTICESHIP STANDARD

Standard Code ST0272
Course Level 6
Work Based with Monthly Day Release
Location: Lincoln
Funding Level £22000
Duration 51mths including EPA

Course Description

A Chartered Manager is someone who can take responsibility for people, projects, operations and/or services to deliver long term organisational success, with the professional recognition of their ability to deliver impact, behave ethically and demonstrate their commitment to continual learning and development.

Occupation/Profile:

Professional managers in the private, public or third sector and all sizes of organisation. Specific job roles may include: Manager; Senior Manager; Head of Department; Operations Manager; or anyone with significant management responsibilities.

Professional managers capable of managing complexity and delivering impact at a strategic and/or operational level with management and leadership responsibility for setting and delivering organisational objectives through a wide range of functions.

Professional managers who want to develop fully all aspects of their management and leadership skills, knowledge, self-awareness and behaviours. These include strategic decision making, setting direction and achieving results, building and leading teams, clear communication, developing skills and motivating others, fostering inclusive and ethical cultures, leading change, project management, financial management, innovation, risk management and developing stakeholder relationships.

Off the Job Training

A key requirement of an Apprenticeship is Off-the-job training. This must make up at least 20% of the apprentice's contracted hours, over the total duration of the apprentice's planned training period. Off-the-job training must be directly relevant to the apprenticeship standard and must take place within the apprentice's normal working hours.

The new learning must be documented and reflected on through the Learner Journal on their e-portfolio.

Entry Requirements

The Apprentice will need to be in a relevant role and show a willingness to undertake the knowledge, skills and behaviours required.

Apprentices must have Level 2 English and Maths and have a Level 3 qualification such as an extended Diploma, BTEC or A Levels that is equivalent to 64 UCAS tariff points.

Applicants will be required to complete an additional entry assessment to demonstrate their competency levels in written English. Each application is assessed on an individual case-by-case basis. In some instances, vocational experience may be taken in lieu of academic qualifications at level 3. Where necessary, applicants may be required to complete additional diagnostic assessment tasks in order for their knowledge and skills to be established.

Knowledge, Skills and Behaviours

KNOWLEDGE

Organisational Performance – delivering a long-term purpose

- **Operational Strategy:** Understand how to develop and implement organisational strategy and plans, including approaches to resource and supply chain management, workforce development, sustainability, taking and managing risk, monitoring and evaluation, and quality assurance. Know how to manage change in the organisation.
- **Project Management:** Know how a project moves through planning, design, development, deployment and evaluation. Understand risk management models and reporting, risk benefit analysis and H&S implications.
- **Business Finance:** Understand financial strategies, including budgets, financial management and accounting, and how to provide financial reports. Understand approaches to procurement and contracting, and legal requirements. Understand commercial context in an organisational setting and how these change over time.

- Sales and Marketing: Know how to create marketing and sales strategies. Know how to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market. Understand the need for innovation in product and service design.
- Digital Business and New Technologies: Understand approaches to innovation and digital technologies and their impact on organisations, and how their application can be used for organisational improvement and development. Understand innovation and digital technology's impact on data and knowledge management for analysing business decision-making.

Interpersonal Excellence – leading people and developing collaborative relationships

- Communication: Understand different forms of communication (written, verbal non-verbal, digital) and how to apply them. Know how to maintain personal presence and present to large groups. Awareness of interpersonal skills of effective listening, influencing techniques, negotiating and persuasion.
- Leading People: Understand different inclusive leadership styles and models, how to develop teams and support people using coaching and mentoring approaches. Understand organisational culture and diversity management.
- Managing People: Know how to recruit, manage and develop people, using inclusive talent management approaches. How to use HR systems and processes to ensure legal requirements, H&S, and well-being needs. Know how to set goals and manage performance.
- Developing Collaborative Relationships: Understand approaches to stakeholder, customer and supplier management, developing engagement, facilitating cross functional working and negotiation. Know how to shape common purpose, as well as approaches to conflict management and dispute resolution.

Personal effectiveness - managing self

- Awareness of Self and Others: Know how to be self-aware and recognise different learning styles. Know how to use emotional and social intelligence, and active listening and open questioning to work effectively with others
- Management of Self: Know how to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes.
- Decision Making: Know how to undertake research, data analysis, problem solving and decision-making techniques, and understand the values, ethics and governance of your organisation.

SKILLS

- **Operational Strategy:** Support the development of organisational strategies and plans. Develop and deliver operational plans; being able to set targets and KPIs, manage resources, and monitor and measure outcomes to establish operational effectiveness, efficiencies and excellence. Produce reports that clearly present information and data, using a range of interpretation and analytical processes. Gain wide support to deliver successful outcomes.
- **Project Management:** Plan, organise and manage resources in order to achieve organisational goals. Identify key outcomes, develop and implement plans and monitor progress, and provide reports as required. Proactively identify risk and create plans for their mitigation. Able to initiate, lead and drive change within the organisation, identifying barriers/challenges and how to overcome them. Ability to use widely recognised project management tools.
- **Business Finance:** Managing budgets, controlling expenditure and production of financial reports.
- **Sales and Marketing:** Use of customer insight and analysis of data to determine and drive customer service outcomes and improve customer relationships. Creative approaches to developing solutions to meet customer need.
- **Digital business & new technologies:** Able to identify service/organisational improvements and opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others.

Interpersonal Excellence – leading people and developing collaborative relationships

- **Communication:** Communicate clearly, effectively and regularly using oral, written and digital channels and platforms. Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate. Manage and chair meetings and clearly present actions and outcomes. Ability to apply influencing and persuading skills, to the dynamics and politics of personal interactions.
- **Leading People:** Able to articulate organisational purpose and values. Support the creation of an inclusive, high performance work culture. Enable others to achieve by developing and supporting them through coaching and mentoring.
- **Managing People:** Able to build teams, empower and motivate others to improve performance or achieve outcomes. Able to delegate to others, provide clear guidance and monitor progress. Ability to set goals and accountabilities.
- **Developing Collaborative Relationships:** Able to build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels. Able to contribute within a team environment. Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback. Work collaboratively with internal and external customers and suppliers.

Personal Effectiveness – managing self

- Awareness of self and others: Able to reflect on own performance, identifying and acting on learning and development needs. Ability to understand impact on others. Can manage stress and personal well-being, and confident in knowing core values and drivers.
- Management of Self: Able to create personal development plan, and use widely recognised tools and techniques to ensure the management of time and pressure effectively, and prioritisation and strategic alignment of activities.
- Decision Making: Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making.

BEHAVIOURS

Behaviours - to be developed and exhibited in the workplace

- Takes responsibility: Drive to achieve in all aspects of work. Demonstrates resilience and determination when managing difficult situations. Seeks new opportunities underpinned by commercial acumen and sound judgement.
- Inclusive: Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity internally and externally.
- Agile: Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working and new management theories.
- Professionalism: Sets an example, and is ethical, fair, consistent and impartial. Operates within organisational values and adheres to the requirements of relevant professional bodies.

Assessment

Assessment is done through a combination of practical tasks, written assignments, oral discussions and online tests throughout the programme. To ensure that we can support you to meet these, we will complete an in-depth initial skills analysis to ensure that we can tailor our delivery to meet these unique requirements. We will then use the most relevant delivery methods to support your learners which include:

- Attending College based workshops plus one to one coaching from a dedicated, professional tutor allocated to the learner for the duration of the programme.
- Work based assignments and projects.
- E-Learning through Webinar delivery Case studies & desk top simulations.
- Job shadowing and mentoring.
- Employer led technical training.
- Independent learning and research.

End Point Assessment

There will be an End Point Assessment (EPA) as the final stage of an Apprenticeship. The Apprentice must demonstrate their learning to an independent end point assessor and the overall grade available is distinction, Merit, pass or fail.

Review of Work Based Project. The Work Based Project is one that represents the skills, knowledge and behaviours in the standard. It provides a substantive evidence base from a business-related project to demonstrate the application of skills and knowledge. The project will take place towards the end of the Apprenticeship – likely to be during the final year – and will also be part of the Management Degree activity. The End Point Assessment integrates the project outcomes and presentation into the overall synoptic assessment.

Presentation and Interview: The purpose of the interview is to: Clarify any questions the independent assessor has from their assessment of the work-based project and full portfolio; Confirm and validate judgements about the quality of work; Explore aspects of the work, including how it was carried out, in more detail; Provide a basis for the independent assessor to make a holistic decision about the grade to be awarded. As part of the panel interview the Apprentice will be required to take part in two end point assessment processes – a presentation on the work-based project and a Question and Answer session. This will be conducted face-to-face or in exceptional circumstances via video or teleconference.

The Presentation: The presentation focuses on the outcomes of the Work Based Project. The Apprentice will deliver a 15-minute presentation which describes the objectives and outputs of their work-based project, and will demonstrate: What the Apprentice set out to achieve; What they have produced in the project; How they approached the work and dealt with any issues; Confirmation of appropriate interpersonal and behavioural skills.

Review Portfolio of Evidence: The evidence contained in the portfolio will comprise of complete and/or discrete pieces of work that cover the totality of the Chartered Manager Degree Apprenticeship Standard. This will be a range of materials and documents generated over the period of the Apprenticeship and which provide evidence of the Apprentices' ability to apply and demonstrate management concepts. The portfolio will be produced by the Apprentice having first learned and applied as they develop the relevant skills/competencies and behaviours. It will demonstrate their very best work, enabling them to demonstrate how they have applied their knowledge and understanding in a real work environment to achieve real work objectives. Evidence may be in the form of reports, minutes, reflection, demonstrations, presentations, and feedback from managers and peers. The portfolio will also show how the Apprentice has demonstrated the behaviours, especially around contact with others, team work and areas where they have exceeded the requirements of the role. This can be in the form of Manager's reports, emails, customer comments, peer review etc.

Qualifications

BA (Hons) Leadership and Management (subject to validation by the University of Hull) This qualification has been developed in line with the latest management standards to support candidates undertaking this Apprenticeship. The embedded degree covers:

- Communications in the Business Environment
- Managing People
- Strategic Planning and Development
- Business Finance
- Marketing Principles
- Developing Professional Practice
- Market Research
- Leading People
- Digital Technology and Innovation
- Developing Business Relationships
- Extended work-based management project

Progression

On completion, successful Apprentices will be able to progress towards a Masters or Level 7 qualification. Successful apprentices will have the option to apply for professional recognition as Chartered Managers and Members of the Chartered Management Institute (CMgr MCMI) and/or as a member of the Institute for Leadership & Management or other relevant professional body.

Fees

As an Apprentice, you will pay no course fees. However, your employer may have to pay towards your training as well as providing you with a wage. All Apprentices must receive a minimum wage of £4.30 per hour within their first year of training from their employer, although they can, and often do, pay more. In the second and subsequent years of an Apprenticeship programme, the national minimum wage for your age would apply.

If you are an employer and want to find out more information regarding employer contributions and any further costs related to the Apprenticeship programme, please contact our dedicated Apprenticeship team at employers@lincolncollege.ac.uk

Business Benefits

Employers have designed the Apprenticeship Standards to meet the needs of the sector and industry. Ensuring they include:

- Relevant Knowledge, skills and behaviours ensure that the Standard is relevant to the occupation.
- Widening participation Apprenticeship standards provide opportunities to employees that may not previously have been available.
- Development tools A cost effective way to train your employees to undertake specific roles in your business.
- Return on Investment On average, an apprentice who has completed their course will increase business productivity by £214 per week (CEBR, 2015).