



DELEGATE HANDBOOK LEVEL 5 AWARD IN LEADERSHIP & MANAGEMENT

**Accredited by:
ILM**

INTRODUCTION

WHAT IS IT?

A nationally recognised qualification, which is part of the National Credit Framework at level five, which covers the main topics, required to successfully manage and lead people and resources within a middle management role. Participants are encouraged wherever possible to read up on topic areas in their own time and to gather relevant information from their work environment in support of the units and to carry out where possible research to support their studies outside of the units.

The course is accredited by the ILM which is part of the City & Guilds group.

EDUCATIONAL QUALIFICATIONS VERSUS VOCATIONAL QUALIFICATIONS

The Level 5 Award in Leadership & Management is a vocational qualification. It has been designed so that it reviews the skills, knowledge and experience needed to practice as a manager in the “real” world.

Participants may have obtained academic qualifications above or below the programme they are attending. For example, an individual may have obtained an economics degree, but if they are new to managing projects or leading a team, they may need a lower level vocational qualification in either project management or people management. Equally, someone may have left school after completing GCSEs (or equivalents), and yet because of their level of real-world management experience be ready to take an ILM qualification at Level 3 or above.

The Level 5 is a broadly equivalent in level to the 2nd year of an under-graduate degree, Diploma of Higher Education, HND or BTEC Professional Certificate or Award.

A Level 6 would be a broadly equivalent level to a Degree.

ENTRY REQUIREMENTS

Applicants for the Award in Leadership & Management are required to demonstrate that they have the necessary underpinning knowledge to commence the course, either through study and learning through a previous formal management training programme at a team leader level or first line manager level, or through relevant experience at work. Delegates will be expected to demonstrate their underpinning knowledge through knowledge and demonstration of management information, techniques and processes.

Guidance will be provided on how to reference using the Harvard Referencing System to enable all delegates to prepare assignments using accepted techniques.

The course will provide an opportunity for those who have already carried out Management Studies to refresh their memory and bring themselves up to date with current theory, and to point those who have done no previous academic management studies towards areas for further reading and research to ensure that all delegates are at a similar level.

A schedule will be provided to delegates on the first day of the programme which will include the Unit flow, delivery dates as well as assessment details.

DELIVERY MODES AND METHODS

In order to meet the requirements of the syllabus, it is required that delegates undertake self-study throughout and in between each of the units. Delegates who participate will be required to undertake self-study and project research for the completion of assignments. These activities are considered to be part of the delegate's commitment to self-development.

In addition, we recommend that delegates liaise with their line managers on a regular basis, where ideas can be shared and progress through the course monitored.

COURSE TUTORS

All the tutors who will teach on the course will have both extensive experience in organisations and academic achievements in the field they will be covering. Each tutor will introduce themselves at the beginning of the relevant session and provide information on their background as appropriate. Each tutor will have practical experience of the topic areas and have strengths which they can bring to such a course gained in industry initially, and latterly through consultancy work for various organisations within the public and private sector.

HOW THE COURSE WILL BE ASSESSED

To pass, students must satisfactorily complete the requirements and assessments stipulated in the programme details and discussed in detail during the Induction session on the first day. Delegates must reach the satisfactory standard for ILM marking in each and every criterion. Where there is further work required on a criterion, clear guidance will be provided and an opportunity to resubmit the work will be offered.

The assessed work will consist of 2 pieces:

1 x written assignment : Becoming an Effective Leader where you will obtain feedback from others on your performance as a manager and leader and analyse and reflect upon it to identify strengths and areas for development.

1 x assessed Presentation based upon your reflection on the learning and your Continuing Professional Development Plan.

Please note that we discourage the use of plastic wallets for assignment hand in purposes, and instead prefer delegates to staple the paper together in order that it can be easily recycled or to hand in via electronic means.

TIME COMMITMENT FROM DELEGATES

Each learner will be individual so it is difficult to estimate how much time will be required outside of the sessions. As this is a level 5 qualification, delegates will be required to carry out study in their own time to reinforce and extend their learning around the topics covered, and to gather information in preparation for fulfilling the assessed components within the programme. As a general rule, we would anticipate that self-study will be broadly equivalent to the time spent in the attended sessions ie., one day of self-study for each day of guided learning.

WHAT SUPPORT WILL DELEGATES RECEIVE

From the very first day, tutors will make it clear what is required for the assessment and will give guidance on the types of topics which would be suitable for assessed work. In addition, delegates are offered tutorial time throughout the course, to discuss any individual concerns and progress to date.

Delegates are encouraged to bring any ideas/drafts with them to each of the units to obtain further guidance and pointers from the course tutors.

COURSE MATERIALS

An A4 file will be issued to each delegate on day one of the course. This should be sufficient to store all of the notes for the programme, however if additional storage/files are required these must be supplied by the delegates themselves.

Whilst handouts are provided for each session, individuals are encouraged to make their own notes throughout the programme.

In keeping with being kind to the planet, tutors will use QR codes and suggest links for reference purposes to avoid excess printing of materials.

Delegates themselves are responsible for provision and preparation of any additional support materials required for assessment purposes.

TEXT BOOKS

There is not a requirement to purchase a specific text on the Award in Leadership & Management programme. However, information will be provided on Day One in relation to useful books and journals that delegates may wish to buy or borrow to support their learning on the programme.

COURSE DELIVERY AND TIMES

A schedule of session dates and times is available with the event booking information and will also be supplied on Day 1 of the course, which consists of 4 face to face delivery days and 2 on-line sessions.

For **face-to-face sessions** a venue will be agreed within the East Midlands to suit delegates attending and training days will commence at 9:30 am prompt and finish at 4:30 pm at the latest.



A buffet lunch and 2 x breaks (15 minutes mid-morning and 15 minutes mid-afternoon) will be taken at appropriate points during the day.

Online sessions will run from 9:30 to 1:30 unless otherwise specified with appropriate breaks to allow delegates to be comfortable and avoid excessive screen time. We would recommend you log on around 15 minutes before the session to ensure there are no connection issues and that video/audio are working fully to get the most from the sessions.

Please advise us in advance if you are likely to be late as a courtesy to other delegates.

DELEGATE MEMBERSHIP

Successful completion of the Award in Leadership & Management provides eligibility for Affiliate membership (AInstLM) of the Institute of Leadership & Management. Upon satisfactory completion delegates will also receive acknowledgment that they have passed, and an official Certificate from the ILM including the titles of the units undertaken and satisfactorily passed to the national standard.

TUTOR SUPPORT

Any concerns or special requirements should be raised with the tutor either during the induction session or before course commencement via the contact details below. We will do our best to make reasonable adjustments to any aspects which could affect the learner experience or equality of opportunity to reach the required standard.

It is recommended that delegates raise questions with the relevant tutor during the unit activities, however additional support is available via email or telephone between units towards assessed work and the wider delegate learning experience.

INDUCTION

The programme will commence with an induction session and provide written information for participants covering relevant aspects such as course duration, dates, topics to be covered, assessment expectations, and support available relating to the course.

POLICIES

The ILM have a full range of policies which relate to how we, as a centre, should conduct the delivery and assessment of qualifications with you and as an accredited centre for ILM we are bound by these requirements. Our own policies are compliant with the requirements for ILM and a selection of these can be viewed at our website : .

<https://challengeconsulting.co.uk/index.php/about-us/policies/>

The full range of ILM policies is available on their website at <https://www.i-l-m.com/Information-for-centres/customer-handbook/policies> and covers such topics as Appeals, Complaints, Plagiarism, Quality, Equality and Diversity etc.

ATTENDANCE

Candidates must attend all of the programmed sessions. If you are unable to attend any of the scheduled sessions and are aware of this in advance (ie. except in family emergencies or sickness) please advise your course tutor and company course co-ordinator prior to commencement of the course. Extra support will be made by the tutors

to help individuals with *genuine* reasons for absence to attain the knowledge/units which they have missed.

LATENESS/NON ATTENDANCE

Delegates are respectfully asked wherever possible, to notify Challenge Consulting or East Midlands Councils to let us know that you are unable to attend even if this is at short notice.

If you are going to be late, delegates are requested to let us know as soon as is practicable so as the inconvenience to other delegates can be minimised.

Late arrivals/joiners may reduce the knowledge delegates gain and jeopardise their opportunity to pass, so please arrive in good time, or if the training is on-line, test your equipment in advance, and join in good time to ensure that you have a stable connection and audio-visual facilities are working.

MOBILE PHONES / ELECTRONIC DEVICES

Delegates are requested to switch off mobile phones or put them onto “do not disturb” whilst training sessions are in progress as a courtesy to other delegates and to help with concentration. In exceptional circumstances (ie. where phones are required for emergency response) we would respectfully ask that course tutors be made aware of the situation at the beginning of the session, and the phone is set to “silent” to be as discrete as possible.

We would also respectfully ask that you turn off notifications during online sessions to avoid distractions.

Delegates may bring a laptop or tablet into the training room, however we would request that they use these sparingly as they can get in the way of interaction with other delegates.

DELEGATE CONTACT DETAILS

You will be asked to complete an ILM registration form on the first day of the course. This information will be used to register you as a student with ILM and to permit tracking of your learning journey and certification. Information is kept securely online with Data Protection and GDPR requirements.

We would ask that all delegates supply us with their work mobile telephone number in order that we can contact them directly if needed. If delegates do not have a mobile telephone supplied by work, or it is easier to contact them directly on a personal mobile number or email address, this can be given on a voluntary basis. In line with data protection requirements these would only be used where necessary to contact delegates about information relating to their learning.

ASSESSMENTS

Where delegates have not met the ILM sufficiency descriptors for an assignment, they will be referred. A decision will be forwarded to the delegate in writing, detailing any additional work required. Any exceptional circumstances as reported to the course tutors will be considered.

Late submissions, where there are no acceptable exceptional circumstances, will automatically refer for reasons of parity.

To pass delegates are required to meet the minimum 50% pass mark in each and every assessment criterion or to demonstrate that they have met each of the criteria in the “Pass” descriptor where the marking scheme does not include numerical scoring.

Where delegates have not reached the required minimal standard for any part of the assessed work, they will be invited to resubmit and a resubmission deadline agreed.

Where the piece is a presentation, the delegate will be given feedback, and invited to re-do the presentation or provide additional written supporting information (or both, whichever is applicable). A maximum of two referrals will be permitted for each assignment after which a Fail result will be recorded.

Word Count

Please note the ILM do not provide a maximum or minimum word count, merely a guide so each delegate’s writing style will denote the length of any written submissions. Appendices are permitted as additional documents providing they are clearly linked and referenced in the main text.

Delegate’s will not be penalised for word count providing the content is relevant and applicable to the topic under review.

There will be an absolute deadline for re-submission of six weeks from the final day of the course. **After this date any pieces of work which have still not reached the required standard, or are still outstanding will not be marked, and the piece(s) will be deemed to have failed.**

EXCEPTIONAL CIRCUMSTANCES

Where delegates can provide evidence of exceptional circumstances, concessions on hand in and completion dates may be granted at the discretion of the tutor or Course Director. Exceptional circumstances would include:

- Serious illness/injury requiring hospitalisation or treatment and absence from work to the delegate or a close relative or dependent.
- Serious Accidents requiring hospitalisation or treatment and absence from work to the delegate or a close relative or dependent.
- Death of a close relative or dependent.

NB: Work Commitments will not be included under the Exceptional Circumstances heading.

CONFIDENTIALITY

Attendance records and feedback on a delegate’s progress will be provided when requested by employers where they have funded the course, or have allowed time usually spent at work to attend the course. However, assignments themselves will not be shown

to employers or anyone other than the delegate who prepared them (and representatives of Challenge Consulting or its Accrediting body), nor will specific marks be circulated.

Employers will however be informed at the end of the course which individuals have Passed or been Referred. It is up to the individual delegate to pass copies of assignments to their managers should they wish to.

Where delegates object to the above, this should be notified to us in writing prior to course commencement and this issue will be discussed with the delegate and the employer to try to reach agreement. Where agreement cannot be reached, the onus will be on the client organisation to make a decision regarding registration of the delegate on the programme.

Where delegates have funded their own course, and attend in their own time no records will be divulged to anyone except the delegate who prepared them (and representatives of Challenge Consulting or its Accrediting body), nor will specific marks be circulated.

It is recommended that delegates speak to their employer prior to course commencement to ascertain what information they will require, and by what method progress will be monitored.

Delegates are responsible for retaining and protecting sensitive issues within the scope of their own job role and organisation. Where there is doubt as to the suitability of a particular topic for use in an assignment or presentation it is recommended that statistics etc are removed and that a note is appended stating this has been done for reasons of confidentiality.

APPEALS PROCEDURE

Dissatisfaction or comments on any area of the programme should be addressed in the first instance to the course tutor who will do their best to resolve the issue. Where this has not been possible to your satisfaction, concerns may be addressed, in confidence, to Dawn Edwards, Course Director. dawn@challengeconsulting.co.uk

Where appeals are raised regarding academic assessment or quality issues, the circumstances of the complaint will be investigated fully and Dawn will respond to you within 3 working days. If the matter is still unresolved following this, the ILM external verifier may be contacted via our office.

EQUAL OPPORTUNITIES/INCLUSIVITY

All delegates will be treated with respect and dignity at all times. Given the professional nature of what we do and also the high calibre of our staff, equal opportunities & inclusivity are an integral part of our company's culture. All of our staff are aware of the need to treat delegates fairly and with respect and everyone irrespective of their individual characteristics, heritage, beliefs or preferences will be given equality of opportunity. We take time to ensure that our course materials, support materials and case studies are inclusive and representative of the wider population and include content which relates to under represented groups. Issues such as equality of opportunity, diversity, inclusivity, and disability awareness are an integral part of our management & leadership programmes.

REASONABLE ADJUSTMENTS

We recognise that individuals are unique and from time to time have individual requirements which may affect their ability to carry out assessments and this may place them at a disadvantage.

Please let us know (in confidence) if there is anything which you feel we need to know to enable us to ensure your experience on the course is both enjoyable and productive in terms of learning. We are actively encouraged by the ILM to make adjustments as necessarily to learning methodologies and assessment strategies to enable equality of opportunity for all. Please see our Reasonable Adjustments policy.

FAIR ASSESSMENT/DELIVERY

All of our course notes and case studies are aimed at equipping delegates with the knowledge they require to demonstrate the learning outcomes and to ensure they reach the standards required by the ILM.

The extensive feedback opportunities and active policy of seeking feedback encourages individuals to highlight where bias or unfairness could be perceived in order that these can be dealt with accordingly.

As our programmes are accredited via the ILM (part of the City & Guilds Group), we are obliged to ensure that assessments are moderated to ensure consistency of marking. Monitoring activities take place regularly to ensure that any areas of concern regarding fairness or equal opportunities issues can be highlighted and remedied.

PLAGIARISM/COPYING/CHEATING

The tutors will ensure that as part of the induction, all delegates are clear upon how to reference work correctly. The course tutors will test knowledge and understanding by asking delegates to carry out a range of assessed work relevant to the qualification. Where there is a suggestion or belief that a delegate is claiming the work of another (whether someone else on the course or a recognised theorist/author), either intentionally or unintentionally as their own, the tutors will refer and act according to the Plagiarism policy. Where there are serious/ and or repeat breaches individuals may be withdrawn from the course.

RECOGNISED PRIOR LEARNING (RPL)

Where delegates have undertaken prior learning, we will, where possible, assist in giving recognition for this towards qualifications being undertaken with us. Please ask for details and see our policy on RPL.

POLICIES (AVAILABLE ON WEBSITE):

Quality Policy
Equality and Diversity Policy
Plagiarism and Unfair Practices Policy
Appeals procedure
Reasonable Adjustments Policy

Joining Instructions & Handbooks