

# apprenticeship FRAMEWORK

## Business Management (Wales)

### IMPORTANT NOTIFICATION FOR ALL APPRENTICESHIP STARTS FROM 14 OCTOBER 2016

Modifications to SASW came into effect on 14 October 2016. These changes relate to the **Essential Skills and Employer Rights and Responsibilities** requirements of a framework and they **ONLY** apply to new Apprenticeship starts on, or after, 14th October. Apprenticeship starts before this date must continue to meet the 2013 SASW requirements for Essential Skills and Employer Rights and Responsibilities.

For more details of the changes and how they will affect new apprenticeship starts, please read the following preface page to the framework document. NB: Please check the "Revising a Framework" section for information on any additional changes that may have been made to this framework.

### Latest framework version?

For any previous versions of this framework: [www.acwcerts.co.uk/framework\\_library](http://www.acwcerts.co.uk/framework_library)

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# Business management (Wales)

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# Framework information

## Information on the Issuing Authority for this framework:

Instructus

The Apprenticeship sector for occupations in air conditioning, building services engineering, business and administration, cleaning, customer service, digital/information technology, electro technical, electrical and electronic servicing, enterprise and business support, facilities management, heating and ventilating, housing, human resources and recruitment, industrial relations, leadership and management, marketing and sales (also includes contact centres and third sector), plumbing, property and refrigeration.

Issue number: 2	<b>This framework includes:</b>
Framework ID: FR04372	Level 2 <input type="checkbox"/> Level 3 <input type="checkbox"/> Level 4-7 <input checked="" type="checkbox"/>
Date this framework is to be reviewed by: 31/03/2023	<b>This framework is for use in: Wales</b>

## Short description

The Higher Apprenticeship in Business Management is designed to develop high-performing Professional Managers that behave ethically and demonstrate their commitment to continual learning and development. Through this framework participants will develop the skills and knowledge required to take responsibility for people, projects, operations and/or services to deliver long term organisational success. This will include the capability to manage complexity and deliver 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.

Participants will develop management and leadership skills, self-awareness and behaviours encompassing:

- strategic decision making
- change management
- project management
- financial management
- risk management
- building and leading teams
- fostering inclusive and ethical cultures
- stakeholder relationships development

This apprenticeship is suitable for a variety of roles in Professional management in the private, public or third sector and all sizes of organisation. Specific job roles may include: Manager; Business Manager; Senior Manager; Head of Department; Operations Manager; or anyone with significant management responsibilities.

Roles in this framework are likely to fit into Standard Occupational Code (SOC): 24This apprenticeship has been developed by Instructus in collaboration with Airbus Operations Limited; Glyndwr & Swansea Universities; Coleg Cambria; Chartered Management Institute (CMI) and Institute of Leadership & Management (ILM) Awarding Organisations. Employer input was gathered through all developing partners who collected the views of a wide range of individuals and organisations, including the Welsh Police Forces; Nidec Industrial Automation UK Ltd; P&A Group. |

# Contact information

## Proposer of this framework

[This apprenticeship has been developed by Instructus in collaboration with Airbus Operations Limited; Glyndwr & Swansea Universities; Coleg Cambria; Chartered Management Institute (CMI) and Institute of Leadership & Management (ILM) Awarding Organisations. Employer input was gathered through all developing partners who collected the views of a wide range of individuals and organisations, including the Welsh Police Forces; Nidec Industrial Automation UK Ltd; P&A Group.]

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# Revising a framework

## Why this framework is being revised

[This framework has been revised to include BSc (Hons) in Applied Business Management in a new Level 6 pathway.]

## Summary of changes made to this framework

[Level 5 pathway:

FdSc in Applied Business Management moved into Combined qualification category.

Fd Business from Glyndwr University updated as FdA Business Management and moved into Combined qualification category.

New Level 6 pathway is added into this framework.]

## Qualifications removed

[None]

## Qualifications added

[BSc (Hons) in Applied Business Management - Swansea University

BA (Hons) Applied Business Management - Glyndwr University]

## Qualifications that have been extended

[None]

# Purpose of this framework

## Summary of the purpose of the framework

The Office for National Statistics (ONS) Labour Market Statistics show that, between 2016 & 2017 there was an increase of around 30,000 professionals at Management or Director level in the UK. Developing high-performing Management professionals who understand the needs of their customers, suppliers and organisation is critical to enabling organisations to grow in a sustainable way.

In the current economic climate, Managers at this level are being required to perform to a high standard to ensure that resources are managed as efficiently and that policies are adhered to. It is therefore important that current and future Management professionals are equipped with the right skills and knowledge to remain competitive in the national and international market place.

Typically, new entrants to the profession study Management qualifications. Whilst this gives them a good grounding in Business Management, feedback from employers has highlighted that more needs to be done to help students apply what they have learnt within their own organisation. This better prepares them to respond quickly to changing priorities and become effective managers. More support is particularly needed for those working in global organisations where development programmes are designed to meet specific priorities.

### Business Management Apprenticeship

This apprenticeship framework has been developed to address the issues highlighted above, and support learners in becoming effective managers. The framework offers employers an innovative, cost-effective way of developing Management capability within their organisations. By combining on and off-the-job learning, those undertaking a Business Management apprenticeship will develop insights into their organisation's business challenges and capability needs, and therefore be more effective in applying their skills and knowledge to support their organisation's goals.

The Higher Apprenticeship in Business Management is aimed at those progressing into roles such as Senior Manager; Head of Department; Operations Manager or a role with significant Management responsibility. It will help employers to attract bright individuals who may not want to go directly to university but want to develop a career in a business-related profession. The apprenticeship could also support the development of higher-level skills among existing Management staff, to add greater value and support the needs of their organisation.

The Higher Apprenticeship in Business Management offers a new route to 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 thus further supporting the Government's agenda of opening up access to the professions.

All Welsh apprenticeship certificates must be claimed via the ACW (Apprenticeship Certification Wales) online system. This online system, which went live in July 2013, is operated by Instructus Skills on behalf of the Federation For Industry Sector Skills and Standards (FISSS).

In order to claim a Welsh apprenticeship certificate you must register on ACW:  
[https://acwcerts.co.uk/register\\_centre](https://acwcerts.co.uk/register_centre)

## Aims and objectives of this framework (Wales)

This framework has been developed to provide employers of all sizes and across all sectors in Wales with a high-quality, nationally-recognised programme which will attract new talent at Business Management level and up-skill the existing workforce to make businesses more productive, efficient and profitable.

The objectives of this framework are to provide Business Managers with the skills and knowledge in:

Organisational Performance Leadership Skills Operational Strategy Project Management Sales and Marketing Self Management.



# Entry conditions for this framework

Individual employers will set the selection criteria for their Apprenticeships.

Most candidates will have A levels (or equivalent) plus Essential Skills (or equivalent) in Communication, Application of Number and Digital Skills at Level 2.

Most candidates will have existing relevant Level 3 or 4 qualifications or Apprenticeship Certificates in subjects such as Management; Finance; Project Management; other sector specific education; OR

Other demonstrable relevant or prior experience may be considered as an alternative to formal qualifications.

The Business Management apprenticeship framework is open to those who have no prior Management experience as well as to those who are currently working as Managers.

A Business Management apprentice will need good levels of numeracy and literacy, as well as a strong interest in what makes businesses successful, and how to get the best out of people. Good analytical skills and the ability to work with colleagues to earn their trust and respect are also important.

Applicants are likely to exhibit the following key behaviours:

- curiosity
- decisive thinker
- skilled influencer
- driven to deliver
- collaborative
- courage to challenge
- role model
- personally credible.

Processes for recruiting apprentices should ensure they assess an applicant's aptitude for working in Higher Level Management as well as their educational achievements.

Initial assessment must be used to ensure apprentices can gain recognition for relevant prior learning and achievement. The process should also identify any additional support or reasonable adjustments that may be required to enable an apprentice to have a fair opportunity to demonstrate their ability.

Processes should be applied to make sure that applicants with prior knowledge, qualifications and experience are not disadvantaged by having to repeat learning. Training providers and awarding bodies will be able to advise on the current rules for accrediting prior learning and recognising prior experience.

# Level 5

Title for this framework at level 5

## Higher Apprenticeship in Business Management - Level 5

Pathways for the framework at level 5:

Pathway 1: Business Management

# Level 5, Business Management

## Description of this pathway

Total credits - 258:

Combined Qualification - 240 credits

Essential Skills Wales - 18 credit

## Entry requirements for this pathway in addition to the framework entry requirements

There are no additional requirements other than those stated in the general entry conditions.

Job title(s)	Job role(s)
Business Manager	A Business 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 CPD.

# Qualifications

Competence qualifications available to this pathway

N/A

Knowledge qualifications available to this pathway

N/A

Combined qualifications available to this pathway

## B1 – FdSc in Applied Business Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B1a	000/0000/0	Swansea University	240	2400	N/A

## B2 – FdA Applied Business Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B2a	000/0000/0	Glyndwr University	240	2400	N/A

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## Relationship between competence and knowledge qualifications

Combined qualifications:

B1 - FdSc in Applied Business Management (all components are mandatory)

- Finance, Accounting & Analytics – 30 credits – 300 GLH
- Marketing – 30 credits – 300 GLH
- Human Resource Management – 30 credits – 300 GLH
- Business Management – 30 credits – 300 GLH
- Operations Management – 30 credits – 300 GLH
- Organisational Project – 30 credits – 300 GLH
- Leadership and International Human Resource Management – 30 credits – 300 GLH

OR

B2 - FdA Applied Business Management (all components are mandatory)

- The Essence of Management – 40 credits - 400 GLH
- Leading a Campaign – 40 credits - 400 GLH
- Breaking New Ground – 40 credits - 400 GLH
- In search of Excellence – 40 credits - 400 GLH
- Contemporary principles of Business – 40 credits - 400 GLH
- Enhancing Organisational performance – 40 credits - 400 GLH

Both combined qualifications contain competence element delivered through Level 5 NVQ Diploma in Management & Leadership.

To achieve a Level 5 NVQ Diploma in Management and Leadership, learners must complete a minimum of 53 credits.

- 22 credits from GROUP A MANDATORY UNITS
- a minimum of 23 credits from GROUP B OPTIONAL UNITS
- a maximum of 8 credits from GROUP C OPTIONAL UNITS

A minimum of 30 credits must be achieved through the completion of units at Level 5 or above.

Mandatory Group A - 22 credits

- A/506/2046 - Contribute to the development of a strategic plan - 5 credits L5 31 GLH
- D/506/2055 - Design business processes - 5 credits L5 23 GLH
- H/506/2056 - Manage strategic change - 7 credits L5 25 GLH
- L/506/1953 - Provide leadership and management - 5 credits L4 28 GLH

Optional Group B - minimum 23 credits

- J/506/2048 - Establish business risk management processes - 5 credits L5 29 GLH
- R/506/2053 - Promote equality of opportunity, diversity and inclusion - 5 credits L5 26 GLH
- T/506/2059 - Develop and manage collaborative relationships with other organisations 5 credits L5 28 GLH
- F/506/2064 - Optimise the use of technology - 6 credits L5 29 GLH
- Y/506/2068 - Manage product and/or service development - 5 credits L5 23 GLH
- L/506/2293 - Manage strategic marketing activities - 7 credits L5 28 GLH
- J/506/1949 - Develop and maintain professional networks - 3 credits L4 15 GLH
- Y/506/1955 - Develop and implement an operational plan - 5 credits L4 24 GLH

- M/506/1962 - Encourage learning and development - 3 credits L4 16 GLH
- A/506/1981 - Discipline and grievance management - 3 credits L4 26 GLH
- F/506/1982 - Develop working relationships with stakeholders - 4 credits L4 20 GLH
- L/506/1984 - Manage a tendering process - 4 credits L4 21 GLH
- K/506/1989 - Manage physical resources - 4 credits L4 26 GLH
- J/506/2907 - Manage the impact of work activities on the environment - 4 credits L4 30 GLH
- K/506/1992 - Prepare for and support quality audits - 3 credits L4 17 GLH
- T/506/1994 - Conduct quality audits - 3 credits L4 21 GLH
- A/506/1995 - Manage a budget - 4 credits L4 26 GLH
- R/506/1999 - Manage a project - 7 credits L4 38 GLH
- L/506/2004 - Manage business risk - 6 credits L4 27 GLH
- A/506/2032 - Manage knowledge in an organisation - 5 credits L4 34 GLH
- R/506/2909 - Recruitment, selection and induction practice - 6 credits L4 33 GLH
- M/506/2044 - Manage redundancy and redeployment - 6 credits L4 39 GLH
- D/506/2959 - Lead the development of a knowledge management strategy - 7 credits L7 33 GLH
- J/506/2101 - Lead the development of a quality strategy - 4 credits L7 20 GLH
- F/506/2114 - Lead the development of a continuous improvement strategy - 5 credits L7 28 GLH

Optional Group C - maximum 8 credits

- D/504/4056 - Manage health and safety in own area of responsibility - 5 credits L4 15 GLH
- A/506/1950 - Contribute to the design and development of an information system - 5 credits L4 23 GLH
- F/506/1951 - Manage information systems - 6 credits L4 30 GLH
- M/506/1959 - Manage events - 6 credits L4 49 GLH
- M/506/2898 - Manage customer service operations - 7 credits L4 23 GLH
- F/506/2176 - Review the quality of customer service - 4 credits L4 20 GLH
- A/502/8656 - Developing sales proposals - 5 credits L4 30 GLH
- D/502/8651 - Prioritising information for sales planning - 3 credits L4 20 GLH

# Essential Skills

An apprenticeship framework must specify as a Welsh certificate requirement the expected achievement levels of Essential Skills in Communication and the Application of Number.

Subject	Minimum Level
Communication	2
Application of Number	2
ICT / Digital Literacy	2

For the current list of acceptable proxy qualifications and appropriate **minimum** grade/level requirements, please refer to the most recent version of [SASW](#) on the [gov.wales](#) website. Additional guidance materials can be found on the [Knowledge Base](#) section of the [ACW](#) website.



# Progression routes into and from this pathway

Progression into the Higher Apprenticeship in Business Management may be from a wide number of routes due to the varying backgrounds and past academic and work related experiences of apprentices.

Potential Progression routes into the Higher Apprenticeship in Business Management at Level 5:

- L3/4 Apprenticeship in Business and Administration or Management
- Higher Apprenticeship in Business and Professional Administration or Management
- L4 Apprenticeship in Project Management
- L4 Apprenticeship in Recruitment
- L4 Apprenticeship in Social Media and Digital Marketing
- Regulatory Qualification Awards, Certificates or Diplomas in the employers Sector or Business-related areas
- GCSEs; a Welsh Bacalaureate, including any of the Principal Learning Qualifications at foundation and higher level
- A levels or equivalent qualifications
- previous CIPD qualifications, such as the Level 3/4 Management & Leadership qualifications.

Potential Progression routes from the Higher Apprenticeship in Business Management at Level 5:

- Business Management Level 6 pathway
- undergraduate and post graduate degrees in Business Management or Business-related areas
- qualifications at Level 6/7 in Business Management; Finance or other disciplines in Management
- management roles, either as generalists or specialists
- membership of the Chartered Management Institute

**UCAS points for this pathway:**

N/A

# Level 6

Title for this framework at level 6

## Higher Apprenticeship in Business Management - Level 6

Pathways for the framework at level 6:

Pathway 1: Business Management

# Level 6, Higher Apprenticeship in Business Management Level 6

## Description of this pathway

Total credit values for Level 6 pathway are 360 credits

## Entry requirements for this pathway in addition to the framework entry requirements

There are no additional requirements other than those stated in the general entry conditions.

Job title(s)	Job role(s)
Business Manager	Business Manager 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.

# Qualifications

## Competence qualifications available to this pathway

N/A

## Knowledge qualifications available to this pathway

N/A

## Combined qualifications available to this pathway

### B1 – BSc (Hons) in Applied Business Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B1a	000/0000/0	Swansea University	360	3600	N/A

### B2 – BA (Hons) Applied Business Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B2a	000/0000/0	Glyndwr University	360	3600	N/A

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## Relationship between competence and knowledge qualifications

B1 - BSc (Hons) in Applied Business Management. To complete this qualification learners must achieve a total of 360 credits. All components detailed below are mandatory.

- Finance, Accounting & Analytics – 30 credits – 300 GLH
- Marketing – 30 credits – 300 GLH
- Human Resource Management – 30 credits – 300 GLH
- Operations Management – 30 credits – 300 GLH
  
- Business Management – 30 credits – 300 GLH
- Operations Management – 30 credits – 300 GLH
- Organisational Project – 30 credits – 300 GLH
- Leadership and International Human Resource Management – 30 credits – 300 GLH
  
- Business Management - 30 credits – 300 GLH
- Project Management & Delivery - 30 credits - 300 GLH
- Organisational Project - 60 credits – 600 GLH

B2 - BA (Hons) Applied Business Management. To complete this qualification learners must achieve a total of 360 credits. All components detailed below are mandatory.

- The Essence of Management – 40 credits - 400 GLH
- Leading a Campaign – 40 credits - 400 GLH
- Breaking New Ground – 40 credits - 400 GLH
  
- In search of Excellence – 40 credits - 400 GLH
- Contemporary principles of Business – 40 credits - 400 GLH
- Enhancing Organisational performance – 40 credits - 400 GLH
  
- Exploring Competitive Strategies – 40 credits - 400 GLH
- Winning with People: Cultivating a positive working environment – 40 credits - 400 GLH
- Smarter, faster, better: The practical application of strategic knowledge (Dissertation) – 40 credits - 400 GLH

# Essential Skills

An apprenticeship framework must specify as a Welsh certificate requirement the expected achievement levels of Essential Skills in Communication and the Application of Number.

<b>Subject</b>	<b>Minimum Level</b>
Communication	N/A
Application of Number	N/A
ICT / Digital Literacy	N/A

For the current list of acceptable proxy qualifications and appropriate **minimum** grade/level requirements, please refer to the most recent version of [SASW](#) on the [gov.wales](#) website. Additional guidance materials can be found on the [Knowledge Base](#) section of the [ACW](#) website.



# Progression routes into and from this pathway

Potential progression into this pathway may include the following:

- undergraduate and post graduate degrees in Business Management or Business-related areas higher apprenticeship at Level 4 or 5 and a relevant Foundation Degree linked to the Honours degrees listed in this framework
- qualifications at Level 5 in Business Management; Finance or other disciplines in Business Management
- management roles, either as generalists or specialists
- membership of the Chartered Management Institute.

Potential Progression routes from the Higher Apprenticeship in Business Management at Level 6:

- qualifications at Level 7 in Strategic Management and Leadership, Finance or other disciplines in Business Management
- Masters Degrees in the relevant specialisms
- employment as a Senior Manager in the job roles stated in this framework or similar job roles
- membership of the Chartered Management Institute.

**UCAS points for this pathway:**

N/A



# Employee rights and responsibilities

**This is no longer a mandatory requirement for certification but some employers may still want their apprentices to meet and demonstrate the ethos of Employer Rights and Responsibilities (ERR)**

ERR Workbook:

The Instructus ERR workbook, available from the Instructus website [www.instructus-skills.org/employment-rights-responsibilities-err/](http://www.instructus-skills.org/employment-rights-responsibilities-err/) The workbook has been designed to enable apprentices to work their way through a series of questions and activities which will bring ERR to life, making the learning more meaningful and long lasting and enhance the employability skills of the apprentice.

The 9 ERR national outcomes are listed below. The Learner:

1. knows and understands the range of employer and employee statutory rights and responsibilities under Employment Law. This should cover the apprentice's rights and responsibilities under the Employment Rights Act 1996, Equality Act 2010 and Health & Safety legislation, together with the responsibilities and duties of employers
2. knows and understands the procedures and documentation in their organisation which recognise and protect their relationship with their employer. Health & Safety and Equality & Diversity training must be an integral part of the apprentice's learning programme
3. knows and understands the range of sources of information and advice available to them on their employment rights and responsibilities. Details of Access to Work and Additional Learning Support must be included in the programme
4. understands the role played by their occupation within their organisation and industry
5. has an informed view of the types of career pathways that are open to them
6. knows the types of representative bodies and understands their relevance to their industry and organisation, and their main roles and responsibilities
7. knows where and how to get information and advice on their industry, occupation, training and career
8. can describe and work within their organisation's principles and codes of practice
9. recognises and can form a view on issues of public concern that affect their organisation and industry

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# Additional employer requirements

N/A

*The remaining sections apply to all levels and pathways within this framework.*

# How equality and diversity will be met

According to the Office for National Statistics, depending on the sector the balance between male and female managers at the higher levels is around 60/40.

No current data is available to indicate an imbalance (or otherwise) of employees from minority backgrounds or with disabilities.

Companies are working to address perceptions that Business Management is more or less suitable to either sex and jobs are open to those from a variety of backgrounds. This approach will continue with the promotion of the higher apprenticeship.

Business Management is increasingly becoming a graduate career. The higher apprenticeship will open up a new route into the profession for talented individuals who do not want to go to university but want to pursue a professional career.

Entry conditions to this framework do not discriminate against any individuals, with the framework being open and accessible to all potential apprentices. Mentoring is also promoted within the apprenticeship to provide additional support and increase the chances of apprentices staying. Training providers and employers must also comply with the Equality Act 2010 to ensure that applicants are not discriminated against in terms of entry to and promotion within, the profession, using the protected characteristics of:

- age disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity/paternity
- race
- religion or belief
- gender
- sexual orientation.

Instructus Skills monitors take-up and achievement of all apprenticeships and will take steps to address any barriers to take-up and achievement.

# On and off the job training

## Summary of on- and off-the-job training

Training time for the Higher Apprenticeship in Business Management is split into on-the-job training hours and off-the job training hours, as described below.

Total minimum training hours are as follows:

FdSc in Applied Business Management OR FdA Applied Business Management - 2400 guided learning hours

BSc (Hons) in Applied Business Management OR BA (Hons) Applied Business Management - 3600 guided learning hours.

The Business Management apprenticeship will ordinarily last a minimum of:

24 months for Foundation Degree

36 months for Bachelor Degree.

A flexible approach to learning is encouraged for learners who have prior learning or experience.

Regardless of how long the apprenticeship takes, the minimum number of training hours, as shown above must be met.

Training hours can be attached to both the accredited and un-accredited parts of the apprenticeship, and will include, for example, inductions, reviews, training, the qualification, career discussions, Essential Skills Wales and any other activities which help the apprentice gather the required skills and underpinning knowledge within their job role.

It is recommended that a training plan is developed at the outset of the apprentice ship to determine how the training hours requirements will be met.

## Off-the-job training

The total off-the-job training for the Level 5 Higher Apprenticeship in Business Management is 678 hours, made up as:

FdSc Applied Business Management OR FdA Applied Business Management 567 hours

60 hours for Essential Skills Wales (20 hours per skill)

15 hours for activities including initial assessments, inductions etc.

36 hours of off-the-job coaching and mentoring to support the apprentice.

Where the Level 6 Higher Apprenticeship in Business Management incorporates the BA (Hons) Professional Management degree, the total off-the-job training is 1017 hours, made up as:

BA (Hons) Professional Management - 954 hours

15 hours for activities including initial assessments, inductions etc.

48 hours of off-the-job coaching and mentoring to support the apprentice.

### **How this requirement will be met**

Training hours delivered under an Apprenticeship Agreement may vary depending on the previous experience and attainment of the apprentice.

The amount of off-the-job training required to complete the apprenticeship under the Apprenticeship Agreement may then be reduced accordingly, provided the total number of off-the-job hours for this framework can be verified for apprenticeship certification.

### **Previous attainment**

Where a learner enters an Apprenticeship Agreement having previously attained parts or all of the relevant qualifications, this prior learning needs to be recognised using either Regulatory Qualification credit transfer for achievements within the Regulatory Qualification; or through recording certificated learning outside of it, for example Principal Learning qualifications.

For apprentices who have already achieved the relevant qualifications, they must have been certificated within five years of applying for the apprenticeship certificate.

### **Previous experience**

Where a learner enters an Apprenticeship Agreement with previous work-related experience, this prior learning needs to be recognised. To count towards apprenticeship certification, previous experience must be recorded using the appropriate Awarding Organisation's CQFW 'Recognition of Prior Learning' (RPL) procedures and the hours recorded may then count towards the off-the-job hours required to complete the apprenticeship.

For apprentices with prior uncertificated learning experience, the off-the-job learning must have been acquired within five years of application for the apprenticeship certificate or have been continuously employed in the relevant job role in the industry for three years duration.

Off-the-job training hours refers to the time taken to develop the technical skills and to develop knowledge of theoretical concepts across a range of contexts. It can be seen as time away from the 'immediate pressures of the job' and may include all or some of the following (non-exclusive) activities:

- individual and group teaching
- coaching
- distance learning
- e-learning
- feedback and assessment
- guided study
- reflective learning
- reflective practice learning with peers/networked or collaborative learning mentoring.

Off-the-job training needs to:

- be planned, reviewed and evaluated jointly between the apprentice and: a tutor, or teacher; their workplace supervisor or manager; or their coach or mentor
- allow access as and when required by the apprentice either to a tutor, teacher, supervisor, manager, mentor or coach
- be delivered through one or more of the following methods: individual and group teaching, e-learning, distance learning, coaching, mentoring, observation, feedback and assessment, collaborative/networked learning with peers, guided study, reflective learning, reflective practice and induction
- be characterised by formal or planned taught sessions delivered predominantly by qualified training staff
- be delivered during contracted working hours
- be delivered whilst working under an apprenticeship agreement, or during a qualifying period prior to working under an apprenticeship agreement ending on the date of application for an apprenticeship certificate.

Off-the-job training must be formally recorded, either in a diary, workbook, portfolio, or be verified by attendance records. This evidence needs to be checked and signed by the assessor and employer.

### **Evidence of off-the-job training hours**

The Apprenticeship Certificate Claim Form requires apprentices to acknowledge that they have received the minimum required levels of on the job and off the job training, as set out in the apprenticeship framework document. At this stage no other evidence is required to be uploaded to ACW.

Please see the Instructus Skills website for the relevant documents and for further information.

### **On-the-job training**

The total on-the-job training for the Business Management Apprenticeship will vary due to the hours worked by each company and the time dedicated to the apprenticeship outside the structure of the qualifications but is likely to be around 2000 hours (based on 35 hr week across 45 weeks) across the 3 year program, made up as follows:

- 1964 hours (minimum) to cover the competence content within the qualifications and any company specific requirements
- 36 hours of on-the-job coaching and mentoring to support the apprentice.

### **How this requirement will be met**

On-the job training is defined as skills, knowledge and competence gained within normal work duties.

These hours may vary depending on previous experience and attainment of the apprentice.

Where a learner enters an Apprenticeship Agreement having previously attained or acquired the appropriate competencies or knowledge, this prior learning needs to be recognised and documented using the relevant Regulatory Qualification credit transfer, Regulatory Qualification exemption or Recognition of Prior Learning procedures (as off-the-job above).

The amount of on-the-job training required to complete the apprenticeship under the Apprenticeship Agreement may then be reduced accordingly, provided the total number of on-the-job hours for this framework can be verified for apprenticeship certification.

Apprentices who commence training under a new Apprenticeship Agreement with a new employer may bring a range of prior experience with them. When an apprentice can claim 25% or more hours towards the on-the-job framework total through prior learning acquired from previous full-time education, employment or other vocational programmes, then the apprentice's learning programme should include 'customisation'.

Training providers are encouraged to identify additional on-the-job training programmes that customise the learning to the new workplace. Customisation programmes may include:

- selecting appropriate additional Unit(s) from Regulatory Qualification qualifications, or relevant units recognised as Quality Assured Lifelong Learning [QALL] through a CQFW recognised body
- following Essential Skills at a level higher than that specified in the framework
- including one or more Wider Key Skills or other competency-based qualifications/units relevant to the workplace.

For apprentices who have already achieved the relevant qualifications, they must have been certificated within 5 years from the date of application for the Foundation Apprenticeship/Apprenticeship Certificate or have been continuously employed in the industry for three years.

Business Management job roles require a thorough level of technical competence and knowledge, which will be undertaken through work-based training, practice and experience. On-the-job learning must be formally recorded, either in a diary, workbook, portfolio, or be verified by attendance records. This evidence needs to be checked and signed by the learner and assessor.

On-the-job training needs to:

- be planned, reviewed and evaluated jointly between the apprentice and: a tutor, or teacher; their workplace supervisor or manager; or their coach or mentor
- allow access as and when required by the apprentice either to a tutor, teacher, supervisor, manager, mentor or coach
- be delivered through one or more of the following methods: individual and group teaching; e-learning; distance learning; coaching; mentoring; observation, feedback and assessment; collaborative/networked learning with peers, guided study, and induction enable the apprentice to demonstrate practical job-related skills and to practice and apply these in the context of the job
- be the type of learning delivered in the workplace
- be delivered whilst working under an apprenticeship agreement, or during a qualifying period prior to working under an apprenticeship agreement ending on the date of application for an apprenticeship certificate.

## **Evidence of on-the-job training hours**

The Apprenticeship Certificate Claim Form requires apprentices to acknowledge that they have received at least the minimum required levels of on the job and off the job training, as set out in the apprenticeship framework document. At this time no other evidence is required to be uploaded to ACW.

Please see the Instructus Skills website for the relevant documents and for further information.



# Wider key skills assessment and recognition

While Wider Key Skills are not a **mandatory** part of the framework, training providers are encouraged to provide apprentices the opportunity to achieve them.

For this framework, there are natural opportunities for Wider Key Skills to be embedded within the mandatory units of the following qualifications:

[Enter Qualification Names]
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## Improving own learning and performance

[Give examples - signpost to specific units in framework qualifications that would meet these requirements]

## Working with others

[Give examples - signpost to specific units in framework qualifications that would meet these requirements]

## Problem solving

[Give examples - signpost to specific units in framework qualifications that would meet these requirements]

# apprenticeship FRAMEWORK

For more information visit-  
[www.acwcerts.co.uk/framework\\_library](http://www.acwcerts.co.uk/framework_library)