

apprenticeship FRAMEWORK

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

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Apprenticeship Certification
Wales

<https://acwcerts.co.uk/web/>

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Management

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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: 26	This framework includes:
Framework ID: FR05051	Level 2 <input checked="" type="checkbox"/> Level 3 <input checked="" type="checkbox"/> Level 4-7 <input checked="" type="checkbox"/>
Date this framework is to be reviewed by: 31/07/2024	This framework is for use in: Wales

Short description

This framework is designed to meet the skills needs of employers of all sizes across the public, private and not-for-profit sectors in Wales. It will attract new talent into management and will help to up skill the workforce to replace those who leave or retire. Foundation apprentices will work in job roles such as team/section leaders, floor managers, helpdesk managers and trainee supervisors. Apprentices will work in job roles such as first line, section, assistant, trainee managers, senior supervisors and junior non-commissioned officers (armed forces). Those undertaking the higher apprenticeship will work in job roles such as managers, senior managers, directors and head of department.

Roles in this framework are likely to fit into Standard Occupational Code (SOC): 24

Contact information

Proposer of this framework

This framework is published by Instructus Skills. Employers, training providers, colleges and awarding organisations fed into the development of the apprenticeships and qualifications. Employer input was gathered via online consultations and steering group meetings, which collected the views of a wide range of individuals and organisations, including BT, the Institute of Leadership & Management and the Chartered Management Institute.

Developer of this framework

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Revising a framework

Why this framework is being revised

| This framework has been updated to ensure all qualifications are current and valid. |

Summary of changes made to this framework

| This framework has been updated to ensure all qualifications are current and valid. |

Qualifications removed (from previous version FR05042)

8th June 2022

Qualification Title	QAN	Awarding Body	Pathway Name/s
Level 2 Diploma in Team Leading	601/3853/1	FAQ	Level 2, Pathway 1: Team Leading
Level 2 Diploma in Team Leading	601/3681/9	SFJ Awards (Industry Qualifications)	Level 2, Pathway 1: Team Leading
Level 2 Diploma in Team Leading	601/3805/1	OCR	Level 2, Pathway 1: Team Leading
Level 3 Diploma in Management	601/3874/9	FAQ	Level 3, Pathway 1: Management
Level 3 Diploma in Management	601/3694/7	SFJ Awards (Industry Qualifications)	Level 3, Pathway 1: Management
Level 3 Diploma in Management	601/3806/3	OCR	Level 3, Pathway 1: Management
Level 4 NVQ Diploma in Management	601/3875/0	FAQ	Level 4, Pathway 1: Management
Level 4 NVQ Diploma in Management	601/3695/9	SFJ Awards (Industry Qualifications)	Level 4, Pathway 1: Management

| Framework Developer to complete with relevant info |

Qualifications added (from previous version FR05042)

8th June 2022

| ILM Level 5 Diploma in Leadership and Management 600/5856/0 to L5 Pathway 1 Management & Leadership

11th January 2024

ILM Level 4 Knowledge **Diploma in Leadership and Management** 600/5931/X to Level 4 pathway 1 Management

No Qualifications have been extended

Purpose of this framework

Summary of the purpose of the framework

Management and leadership skills have a major impact on the development, productivity and performance of organisations of all sizes and across all sectors of the economy. Many British leaders and managers are innovative, creative, visionary and inspirational and are heavily relied upon to sustain the UK as one of the world's leading economies. In today's fast-moving competitive environment there is a need to continue to drive up the performance of the best and to address weaknesses in management and leadership that are holding back productivity and performance. The average amount of spend per manager per year for development in the UK is far lower than other European countries, particularly within small to medium sized businesses, where fewer staff have management qualifications than in equivalent sized European countries.

The existing workforce needs to be up skilled and new people attracted into these jobs to meet the increasing demand for new management practices and a range of skills, including:

- leadership skills, including self-management, relationship building, negotiation and influencing skills
- communication and decision-making
- skills information technology skills
- knowledge and project management skills
- coaching and mentoring skills
- skills to win and maintain customer loyalty
- change management skills such as the ability to manage the challenges of globalisation; and
- partnership working and the ability to implement innovative solutions to a range of problems.

As the workforce and the customer base become more diverse, management needs to reflect that diversity and manage it effectively. This requires not only sensitivity to issues such as ethnicity, culture, gender and disability, but a greater awareness of the potential for different and more creative approaches that diversity in general brings.

There is a strong demand for management skills in Wales, with 169,500 managers and senior officials currently employed. (Statistics for Wales, June 2010). Reflecting this high level of demand, the Team Leading & Management Apprenticeship programmes have seen a steady increase in learners since their initial development and the apprenticeship is in the top ten frameworks in Wales in terms of learner numbers.

The apprenticeship programme has been designed to provide flexible and portable

qualifications, units and skills sets, which meet the current and future needs of employers of all sizes and across all sectors.

The Team Leading Foundation Apprenticeship has been developed to support those working as team leaders, section leaders, floor managers, help desk managers, trainee supervisors, team co-ordinators and those working in a range of other team leader positions. The Management Apprenticeship has been developed to support those working as first line managers, section managers, assistant managers, trainee managers, senior supervisors, junior non-commissioned officers (armed forces) and those working in a range of other management positions. The Management Higher Apprenticeship and the Management & Leadership Higher Apprenticeship have been developed to support those working as managers, seniormanagers, head of department, directors and those working in a range of other senior management positions.

Tasks undertaken by apprentices will vary depending on the level and sector in which they are employed. Tasks may include planning, allocating and monitoring the work of the team, giving feedback, briefing teams, supporting team members, managing conflict, resolving problems, procuring supplies, project management, agreeing budgets and managing and improving customer service.

The framework has been updated to meet the changing skills needs of employers and to meet the requirements of the Specification of Apprenticeship Standards for Wales. It will also contribute to meeting the skills priorities for Wales by:

- providing flexible access to a high quality Level 2 and 3 skills programme, as a real alternative to academic qualifications, for those who prefer this style of learning and achievement;
- incorporating skills to improve the levels of general literacy, numeracy and ICT in Wales;
- using technical and competence qualifications, valued by employers, to help their businesses grow;
- developing apprentice's employability skills, making them more attractive to all employers whichever career they choose;
- providing a career pathway into jobs and training at intermediate and higher level, to provide the skills which the economy needs to grow;
- building on the existing quality learning provision for management in Wales.

Aims and objectives of this framework (Wales)

To provide employers of all sizes and across all sectors in Wales with a high quality, nationally recognised programme which will attract new talent into management and up skill the existing workforce to make businesses more productive, efficient and profitable.

The main objectives are to:

1. build a competent management workforce, providing organisations of all sizes, across all sectors in Wales with the staff needed to increase productivity and efficiency
2. tap into the skills and talents of a diverse population by providing flexible entry routes into a career in management
3. equip individuals with the skills, knowledge and experience needed to undertake team leading and management roles in a range of business settings
4. provide apprentices with an opportunity to develop the skills, knowledge and experience they will need to progress to higher level roles with additional responsibilities and onto further and higher education, if they wish to do so.

Entry conditions for this framework

There are no mandatory entry requirements for this apprenticeship framework. However employers are looking to attract apprentices who have a strong interest in a career in management. They expect applicants to demonstrate a "can do" attitude and have basic numeracy, literacy and communication skills on which the apprenticeship will build.

Entrants will come from a diverse range of backgrounds and will come with a range of experiences, age, personal achievements and, in some cases, prior qualifications and awards which may count towards the achievement of an apprenticeship programme. The examples below, which are in no particular order of preference, include having:

- held a position of responsibility at school or college; OR
- undertaken work experience or work placement experience; OR
- completed the Duke of Edinburgh Award or similar award; OR
- achieved the Welsh Baccalaureate, including the Principal Learning Qualifications of Business, Administration and Finance, Retail Business or Hospitality; OR
- achieved GCSEs or A levels; OR
- achieved Regulatory Qualification Awards, Certificates or Diplomas.

Apprentices who are undertaking the Management Level 3 Apprenticeship are likely to have some prior experience in a managerial or team leader role, although this is not a formal requirement.

Apprentices who are undertaking the Higher Apprenticeship in Management or the Higher Apprenticeship in Management & Leadership are expected to have significant experience of working at a middle management level to ensure they have the suitable foundations on which to further build their knowledge and skills.

RULES TO AVOID REPEATING QUALIFICATIONS

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

1. Essential Skills Wales (ESW)

- Key skills qualifications are accepted as alternatives to ESW qualifications provided the key skills qualification(s) attained are at the same level(s) as those specified for ESW qualifications.

- ESW qualifications achieved at the level specified in the framework, prior to commencing an apprenticeship can be accepted, provided that the required certificate is presented at the point of certification.
- ESW achieved in the context of the Welsh Baccalaureate Qualification (WBQ) can be accepted, provided the specific certification of the title(s) and level(s) of those ESW qualification is provided. The WBQ certificate itself does not provide this specific evidence. Where an individual has achieved ESW at level 1 in either Application of Numbers, Communication or ICT or has the relevant key skill prior to starting a level 2 apprenticeship, the employer may allow the individual to study for ESW skills qualifications at level 2 as part of the apprenticeship.

2. Knowledge qualifications.

- If applicants already have one of the knowledge qualifications before they started their Apprenticeship, (see knowledge qualifications page in this framework) they can count this and do not have to redo the qualification, providing that they have achieved this qualification within 5 years of applying for the Apprenticeship certificate. For example, they may have already achieved the knowledge element as part of the Welsh Baccalaureate. The hours they spent gaining this qualification will also count towards the minimum hours required for this framework.

3. Competence qualifications

- If applicants already have one of the competence qualification for the Apprenticeship they do not have to repeat this qualification, however, this qualification must have been achieved within 5 years of the start of the Apprenticeship and they will still have to demonstrate competence in the workplace.

4. Prior experience

- Applicants already working in the sector will be able to have their prior experience recognised by the Awarding Organisation and this will count towards the competence and the knowledge qualifications in this framework.

Initial Assessment

Training providers and employers will use initial assessment to ensure that applicants have a fair opportunity to demonstrate their ability and to tailor programmes to meet individual needs, recognising prior qualifications and experience.]

Level 2

Title for this framework at level 2

Foundation Apprenticeship in Team Leading

Pathways for the framework at level 2:

Pathway 1: Team Leading

Level 2, Pathway 1: Team Leading

Description of this pathway

Foundation Level Apprenticeship in Team Leading

Total minimum credit value for this pathway is 58 credits:

- Combined qualification - 40 credits
- Essential Skills Communication, Application of Numbers and ICT - 18 credits

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

There are no entry requirements for this pathway in addition to the general framework entry requirements.

Job title(s)	Job role(s)
<p>Team leader;</p> <p>section leader; floor manager; helpdesk manager; trainee supervisor; team co-ordinator</p>	<p>Team Leaders play an integral role in supporting organisational objectives through a wide range of functions, including: monitoring work, giving feedback, briefing teams, supporting team members, resolving problems, procuring supplies, project management and delivering and improving customer service</p>

Qualifications

Competence qualifications available to this pathway

N/A

Knowledge qualifications available to this pathway

N/A

Combined qualifications available to this pathway

B1 – Level 2 Diploma in Team Leading					
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B1a	601/3548/7	Active IQ	40	201-259	400
B1b	601/3743/5	BIIAB	40	201-259	400
B1c	601/3795/2	Chartered Management Institute	40	201-259	400
B1d	601/4094/X	Highfield Awarding Body for Compliance	40	201-259	400
B1e	601/3674/1	iCan Qualifications Limited	40	201-259	400
B1f	601/3216/4	Institute of Leadership & Management	40	201-259	400
B1g	601/3513/X	Lifetime Awarding	40	201-259	400
B1h	601/3430/6	Pearson Education Ltd	40	206-259	400
B1i	601/3581/5	ProQual Awarding Body	40	201-259	400

B1j	601/3522/0	Skillsfirst Awards Ltd	40	201-259	400
B1k	601/4420/8	NOCN	40	201-259	400

Relationship between competence and knowledge qualifications

The Level 2 Diploma in Team Leading includes both knowledge and competence units. Learners must complete a minimum of 40 credits. 22 credits from mandatory units, a minimum of 12 credits from Group B optional units and a maximum of 6 credits from Group C optional units.

The requirement for at least 10 credits on the Regulatory Qualification for the knowledge element and 10 credits for the competence element will be completed through the mandatory units. By completing the following mandatory units the apprentice will achieve 11 credits for competence and 11 credits for knowledge:

Mandatory Group

Competence

- L/506/1788 - Manage personal performance and development (4 credits competence)
- T/506/1798 - Communicate work-related information (2 credits competence)
- H/506/1800 - Lead and manage a team (5 credits competence)

Knowledge

- R/506/2294 - Principles of team leading (5 credits knowledge)
- R/506/2957 - Understand business (4 credits knowledge)
- T/506/1798 - Communicate work-related information (2 credits knowledge)

As part of the evidence requirements for Apprenticeship Completion certification, a copy of a completed, current Apprentice Certificate Claim form must be uploaded to ACW (<http://acwcerts.co.uk>).

Please note: those who have already achieved competence and/or knowledge qualifications prior to this Apprenticeship must select options which will equip them with new skills and learning.

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.

Where Essential Skills qualifications are specified in an apprenticeship framework, the apprenticeship framework must specify the acceptance of a recognised proxy qualification for Communication and Application of Number.

Communication

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.

Does this framework require Communication achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

[Enter alternative grade/level requirements and reasons here.]

Application of Number

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.

Does this framework require Application of Number achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for Maths and give a brief **REASON** as to why this is required:

[Enter alternative grade/level requirements and reasons here.]

Inclusion of Digital Literacy (ICT)

Is Digital Literacy a requirement in this framework? **YES** ☒ **NO** ☐

Does this framework require Digital Literacy / ICT achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

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Progression routes into and from this pathway

Progression into the Level 2 Foundation Apprenticeship in Team Leading:

Progression into this apprenticeship may be from a wide number of routes due to the varying backgrounds and past academic and work related experiences of apprentices. Such routes will include having:

- achieved Regulatory Qualification Awards, Certificates or Diplomas, either in management related areas or in sector specific areas
- achieved a Welsh Baccalaureate, including any of the Principal Learning Qualifications at foundation and higher level, each of which have underpinning management and leadership themes
- achieved GCSEs or A Levels
- undertaken a sector specific or related foundation apprenticeship, such as a Business & Administration Foundation Apprenticeship.

Learners may also progress into the foundation apprenticeship without prior qualifications.

Progression from the Level 2 Foundation Apprenticeship in Team Leading:

Foundation apprentices, with support and opportunities in the workplace, can progress onto:

- the Level 3 Apprenticeship in Management
- other level 3 apprenticeships, such as business and administration
- the Welsh Baccalaureate, including one of the Principal Learning Qualifications in a range of related sectors, such as business, administration and finance, information technology, public services and retail business

Further education to undertake management, business related or other qualifications.

With additional training, apprentices may be able to progress in their careers to roles such as first line managers, section managers, assistant managers, trainee managers, senior supervisors and junior non-commissioned officers (armed forces).

UCAS points for this pathway:

[Framework Developer to complete with relevant info]

Employee rights and responsibilities

Please note that for Apprenticeship starts from 14/10/2016 onwards ERR is no longer a **mandatory** requirement in all frameworks.

However, it may still be included in some frameworks and where it is not explicitly stated that ERR is not a requirement then confirmation of an Apprentice's ERR achievement will still remain a requirement for Apprenticeship certification purposes.

Is ERR a requirement for this framework? **YES** ☐ **NO** ☒

Delivery and assessment

The Employee Rights and Responsibilities component of the apprenticeship can be achieved through either:

1. A Regulatory Qualification ERR Qualification/Unit:

- The L/506/1905 Employee rights and responsibilities unit- this is an optional unit included within the combined qualification
- The Level 2 Award in Employee Rights and Responsibilities - this qualification is offered by a range of organisations
- Any other approved unit or qualification listed in Instructus Skills FAQ.

2. ERR workbook

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

ERR National Outcomes

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 skill, trade or occupation, 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 of conduct and codes of practice
recognises and can form a view on issues of public concern that affect their organisation and industry.

Evidence of achievement of ERR

As ERR is part of the Apprentice Certificate Claim Form, there is no longer a requirement to evidence ERR completion when applying for apprenticeship certificates. However, we recommend that an internal record of ERR achievement is retained.

Level 3

Title for this framework at level 3

Apprenticeship in Management

Pathways for the framework at level 3:

Pathway 1: Management

Level 3, Pathway 1: Management

Description of this pathway

Management - Minimum of **73 credits**

This includes a minimum of:

- Combined qualification - 55 credits
- Essential Skills Communication, Application of Numbers and ICT - 18 credits

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

There are no entry requirements for this pathway in addition to the general framework entry requirements.

However, it is likely that level 3 apprentices will have some prior experience in a managerial or team leader role to allow them to complete the level 3 apprenticeship, although this is not a formal requirement.

Job title(s)	Job role(s)
<p>Section manager; first line manager; assistant manager; trainee manager; senior supervisor; junior non-commissioned officer</p>	<p>Managers play an integral role in supporting organisational objectives through a wide range of functions, such as: planning, allocating & monitoring the work of a team, supporting team members, managing conflict, resolving problems, project management, agreeing budgets and managing customer service</p>

Qualifications

Competence qualifications available to this pathway

N/A

Knowledge qualifications available to this pathway

N/A

Combined qualifications available to this pathway

B1 – Level 3 Diploma in Management					
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B1a	601/3701/0	Active IQ	55	284-371	550
B1b	601/3744/7	BIIAB	55	284-371	550
B1c	601/3779/4	Chartered Management Institute	55	284-371	550
B1d	601/4097/5	Highfield Awarding Body for Compliance	55	286-264	550
B1e	601/3688/1	iCan Qualifications Limited	55	284-371	550
B1f	601/3240/1	Institute of Leadership & Management	55	284-371	550
B1g	601/4032/X	NCFE	55	284-371	550
B1h	601/3396/X	Pearson Education Ltd	55	286-371	550
B1i	601/3702/2	ProQual Awarding Body	55	286-366	550
B1j	601/3523/2	Skillsfirst Awards Ltd	55	284-371	550

B1k	601/4421/X	NOCN	55	284-371	550
B1l	601/4939/5	Training Qualifications UK Ltd	55	284-371	550

Relationship between competence and knowledge qualifications

The Level 3 Diploma in Management includes both knowledge and competence units. Learners must complete a minimum of 55 credits. 31 credits from mandatory units, a minimum of 17 credits from Group B optional units and a maximum of 7 credits from Group C optional units.

The requirement for at least 10 credits on the Regulatory Qualification for the knowledge element and 10 credits for the competence element will be completed through the mandatory units. By completing the mandatory units the apprentice will achieve 7 credits for competence and 24 credits for knowledge. A further minimum of 3 credits from competence will be achieved by completing the required number of units from Group B.

Mandatory Group

Competence units

- T/506/2952 - Manage personal and professional development (3 credits)
- A/506/1821 - Manage team performance (4 credits)

Knowledge units

- F/506/2596 Principles of leadership and management (8 credits)
- R/506/1937 Principles of people management (6 credits)
- D/506/1942 Principles of Business (10 credits)

Group B - optional competence group

- T/506/1820 Promote equality, diversity and inclusion in the workplace (3 credits)
- J/506/1921 Manage individuals' performance (4 credits)
- L/506/1922 Manage individuals' development in the workplace (3 credits)
- Y/506/1924 Chair and lead meetings (3 credits)
- J/506/2292 Encourage innovation (4 credits)
- K/506/1927 Manage conflict within a team (5 credits)
- M/506/1928 Procure products and/or services (5 credits)
- T/506/1929 Implement change (5 credits)
- K/506/1930 Implement and maintain business continuity plans and processes (4 credits)

M/506/1931 Collaborate with other departments (3 credits)
 A/506/1933 Support remote or virtual teams (4 credits)
 F/506/1934 Participate in a project (3 credits)
 J/506/1949 Develop and maintain professional networks (3 credits)
 Y/506/1955 Develop and implement an operational plan (5 credits)
 M/506/1962 Encourage learning and development (3 credits)
 A/506/1981 Discipline and grievance management (3 credits)
 F/506/1982 Develop working relationships with stakeholders (4 credits)
 K/506/1989 Manage physical resources (4 credits)
 J/506/2907 Manage the impact of work activities on the environment (4 credits)
 K/506/1992 Prepare for and support quality audits (3 credits)
 T/506/1994 Conduct quality audits (3 credits)
 A/506/1995 Manage a budget (4 credits)
 R/506/1999 Manage a project (7 credits)
 L/506/2004 Manage business risk (6 credits)
 A/506/2032 Manage knowledge in an organisation (5 credits)
 A/506/2032 Manage knowledge in an organisation (5 credits)
 R/506/2909 Recruitment, selection and induction practice (6 credits)
 M/506/2044 Manage redundancy and redeployment (6 credits)

Group C contains 50 credits from competence units and 2 credits from a knowledge unit.

As part of the evidence requirements for Apprenticeship Completion certification, a copy of a completed, current Apprentice Certificate Claim form must be uploaded to ACW (<http://acwcerts.co.uk>).

Please note: those who have already achieved competence and/or knowledge qualifications prior to this Apprenticeship must select options which will equip them with new skills and learning.

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.

Where Essential Skills qualifications are specified in an apprenticeship framework, the apprenticeship framework must specify the acceptance of a recognised proxy qualification for Communication and Application of Number.

Communication

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.

Does this framework require Communication achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

Enter alternative grade/level requirements and reasons here.

Application of Number

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.

Does this framework require Application of Number achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for Maths and give a brief **REASON** as to why this is required:

Enter alternative grade/level requirements and reasons here.

Inclusion of Digital Literacy (ICT)

Is Digital Literacy a requirement in this framework? **YES** ☒ **NO** ☐

Does this framework require Digital Literacy / ICT achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

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Progression routes into and from this pathway

Progression into the Level 3 Apprenticeship in Management:

Progression into this apprenticeship may be from a wide number of routes due to the varying backgrounds and past academic and work related experiences of apprentices. Such routes will include having:

- the Level 2 Foundation Apprenticeship in Team Leading
- foundation apprenticeships in sector specific areas such as retail or healthcare
- achieved Regulatory Qualification Awards, Certificates or Diplomas in Management or sector specific, non-management areas
- achieved a Welsh Baccalaureate Principal Learning Qualification at Foundation or Higher level, each of which have underpinning management and leadership themes
- achieved GCSEs or A Levels.

Learners may also progress into the apprenticeship without prior qualifications.

Most learners progressing into the Management Level 3 Apprenticeship have some prior experience in a team leading or management job role, although this is not a formal requirement. Learners who do not have any prior experience in a team leading or management job role may be better suited to the Team Leading Foundation Apprenticeship, although all individuals should be judged on their own merits, experiences and capabilities.

Progression from the Level 3 Apprenticeships in Management

Apprentices, with support and opportunities in the workplace, can progress onto:

- the Higher Apprenticeship in Management
- the Higher Apprenticeship in Management & Leadership
- further or higher education to undertake management, business or other qualifications, including Foundation Degrees in Management & Leadership, Business and Business Management
- a range of management, business and other undergraduate programmes
- a range of management and other professional qualifications at level 4 and above.

With additional training, apprentices may be able to progress in their careers to roles including middle and senior manager, department manager, head of department, or a wide range of managerial roles within business.

UCAS points for this pathway:

N/A

Employee rights and responsibilities

Please note that for Apprenticeship starts from 14/10/2016 onwards ERR is no longer a **mandatory** requirement in all frameworks.

However, it may still be included in some frameworks and where it is not explicitly stated that ERR is not a requirement then confirmation of an Apprentice's ERR achievement will still remain a requirement for Apprenticeship certification purposes.

Is ERR a requirement for this framework? **YES** ☐ **NO** ☒

Delivery and assessment

The Employee Rights and Responsibilities component of the apprenticeship can be achieved through either:

1. A Regulatory Qualification ERR Qualification/Unit:

- The L/506/1905 Employee rights and responsibilities unit - this is an optional unit included within the combined qualification
- The Level 2 Award in Employee Rights and Responsibilities - this qualification is offered by a range of organisations
- Any other approved unit or qualification listed in Instructus Skills FAQ.

2. ERR Workbook:

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

ERR National Outcomes

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 skill, trade or occupation, 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 of conduct and codes of practice
9. recognises and can form a view on issues of public concern that affect their organisation and industry.

Evidence of achievement of ERR

As ERR is part of the Apprentice Certificate Claim Form, there is no longer a requirement to evidence ERR completion when applying for apprenticeship certificates. However, we recommend that an internal record of ERR achievement is retained.

Level 4

Title for this framework at level 4

Higher Apprenticeship in Management

Pathways for the framework at level 4:

Pathway 1: Management

Level 4, Pathway 1: Management

Description of this pathway

Higher Management - Minimum of 108 credits

This Includes a minimum of:

- Competence qualification - 53 credits
- Knowledge qualification - 37 credits

Essential Skills Communication, Application of Numbers and ICT - 18 credits

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

There are no entry requirements for this pathway in addition to the general framework entry requirements.

However, it is likely that Apprentices will have some prior experience in a customer service role to allow them to complete the Apprenticeship, although this is not a formal requirement.

Job title(s)	Job role(s)
Manager, head of function, area manager	Managers at level 4 play an integral role in in developing and supporting organisational objectives through a wide range of functions, such as: managing team dynamics, delegation and capability building, planning and managing projects, and managing budgets

Qualifications

Competence qualifications available to this pathway

C1 – Level 4 NVQ Diploma in Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
C1a	601/3549/9	Active IQ	53	214-298	530
C1b	601/3690/X	iCan Qualifications Limited	53	214-298	530
C1c	601/3247/4	Institute of Leadership & Management	53	256	530
C1d	601/3401/X	Pearson Education Ltd	53	219-344	530
C1e	601/4601/1	BIIAB	53	214-298	530
C1f	601/6877/8	CMI	53	229-374	530

Knowledge qualifications available to this pathway

K1 – Level 4 Diploma in Principles of Leadership and Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K1a	601/4235/2	Institute of Leadership & Management	37	92	370

K2 – Level 4 Diploma in Management and Leadership

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K2a	601/3500/1	Pearson Education Ltd	37	126-	370

				165	
K2b	601/4360/5	iCan Qualifications Limited	37	126-165	370
K1c	601/6776/2	BIIAB	37	126-165	370
K1d	601/0100/3	CMI	39	145-165	390

K3 – Foundation Degree in Applied Professional Practice

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K3a	N/A	Cardiff Metropolitan University	240	N/A	N/A

K4 – - FdSc in Applied Business Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K4a	N/A	Swansea University	240	2400	N/A

K5 – - Level 4 Diploma in Leadership and Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K5a	600/5931/X	ILM	N/A	34	N/A

Combined qualifications available to this pathway

N/A

Relationship between competence and knowledge qualifications

Apprentices must complete one competence qualification and one knowledge qualification from those listed within this pathway.

The NVQ Diploma in Management (C1a – C1f) provides the competence required by Managers and Leaders at this level. The different knowledge based qualifications available (K2 - K4) all have slightly different emphasis and breadth of knowledge, although all qualifications will provide learners with the required underpinning knowledge and understanding to successfully demonstrate competence. The selection of the competence and knowledge qualification is a decision to be made by employers and the apprentice, based on the individual learner's job role and needs.

Learners are free to undertake the competence qualification with one awarding organisation and the knowledge qualification with another awarding organisation if they wish to do so.

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.

Where Essential Skills qualifications are specified in an apprenticeship framework, the apprenticeship framework must specify the acceptance of a recognised proxy qualification for Communication and Application of Number.

Communication

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.

Does this framework require Communication achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

Enter alternative grade/level requirements and reasons here.

Application of Number

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.

Does this framework require Application of Number achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for Maths and give a brief **REASON** as to why this is required:

Enter alternative grade/level requirements and reasons here.

Inclusion of Digital Literacy (ICT)

Is Digital Literacy a requirement in this framework? **YES** ☒ **NO** ☐

Does this framework require Digital Literacy / ICT achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

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Progression routes into and from this pathway

Progression into the Higher Apprenticeship in Management

Progression into this higher apprenticeship may be from a wide number of routes due to the varying backgrounds and past academic and work related experiences of apprentices. The higher apprenticeship has been designed to be suitable for candidates from any sector or industry and as such, is a suitable progression route from almost all apprenticeships. Such routes will include having:

- achieved an apprenticeship or higher apprenticeship in a wide range of sector specific

areas, such as retail, business and professional administration or healthcare achieved the Level 3 Apprenticeship in Management

- achieved Regulatory Qualification Awards, Certificates or Diplomas in Management or sector specific, non-management areas
- achieved GCSEs or A Levels.

It is expected that level 4 higher apprentices will have significant experience of working at a junior or middle management level to ensure they have the suitable foundations on which to further build their knowledge and skills. Learners are also expected to have some line management experience. All individuals should be judged on their own merits, experiences and capabilities to ensure they are enrolled in the most appropriate Apprenticeship framework.

- Learners who do not have any management experience may be better suited to the Level 2 Team Leading Foundation Apprenticeship.
- Learners who have only limited prior experience in a management role may be better suited to the Level 3 Management Apprenticeship.
- Learners who have significant experience of working at a middle management level may be better suited to the Level 5 Management & Leadership Higher Apprenticeship.

Progression from the Higher Apprenticeship Management

Higher apprentices, with support and opportunities in the workplace, can progress onto:

- the Level 5 Higher Apprenticeship in Management & Leadership
- a range of management and other professional qualifications at level 6 and above
- higher education to undertake management, business or other qualifications, including Degrees or Masters in Management & Leadership, Business and Business Management
- further employment opportunities within their current job role/alternative job roles
- specialised qualifications providing additional technical knowledge
- possible membership of professional bodies, including the Chartered Management Institute and the Institute of Leadership & Management.

With additional training, higher apprentices may be able to progress in their careers to senior management or director level roles and, in time, to chief executive positions.

UCAS points for this pathway:

N/A

Employee rights and responsibilities

Please note that for Apprenticeship starts from 14/10/2016 onwards ERR is no longer a **mandatory** requirement in all frameworks.

However, it may still be included in some frameworks and where it is not explicitly stated that ERR is not a requirement then confirmation of an Apprentice's ERR achievement will still remain a requirement for Apprenticeship certification purposes.

Is ERR a requirement for this framework? **YES** ☐ **NO** ☒

Delivery and assessment

The Employee Rights and Responsibilities component of the apprenticeship can be achieved through either:

1. Recorded professional discussion/presentation/project

2. A Regulatory Qualification ERR Qualification/Unit:

- The Level 2 Award in Employee Rights and Responsibilities - this qualification is offered by a range of organisations
- Any other approved unit or qualification listed in Instructus Skills FAQ.

3. ERR Workbook

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

ERR National Outcomes

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 skill, trade or occupation, 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 of conduct and codes of practice
9. recognises and can form a view on issues of public concern that affect their organisation and industry.

Evidence of achievement of ERR

As ERR is part of the Apprentice Certificate Claim Form, there is no longer a requirement to evidence ERR completion when applying for apprenticeship certificates. However, we recommend that an internal record of ERR achievement is retained.

Level 5

Title for this framework at level 5

Higher Apprenticeship in Management & Leadership

Pathways for the framework at level 5:

Pathway 1: Management & Leadership

Level 5, Pathway 1: Management & Leadership

Description of this pathway

Total minimum credit value for this pathway: 108 credits

This Includes a minimum of:

- Competence qualification - 53 credits
- Knowledge qualification - 37 credits

Essential Skills Communication, Application of Numbers, and ICT - 18 credits

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

There are no entry requirements for this pathway in addition to the general framework entry requirements.

However, it is expected that higher apprentices will have significant experience of working at a middle management level to ensure they have the suitable foundations on which to further build their knowledge and skills. Learners who do not have any management experience may be better suited to the Team Leading Foundation Apprenticeship. Learners who have limited prior experience in a management role may be better suited to the Level 3 Management Apprenticeship or Level 4 Management Higher Apprenticeship.

Job title(s)	Job role(s)
Manager; senior manager; head of department; director	Managers operating at level 5 play an integral role in setting and supporting organisational objectives through a wide range of functions, such as: informing strategic decision making, managing budgets, planning and implementing change, leading teams and managing programmes of complimentary projects

Qualifications

Competence qualifications available to this pathway

C1 – Level 5 NVQ Diploma in Management and Leadership

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
C1a	601/3550/5	Active IQ	53	237-318	530
C1b	601/3780/0	Chartered Management Institute	53	237-318	530
C1c	601/3691/1	iCan Qualifications Limited	53	237-318	530
C1d	601/3254/1	Institute of Leadership & Management	53	237-318	530
C1e	601/3402/1	Pearson Education Ltd	53	239-314	530
C1f	601/3524/4	Skillsfirst Awards Ltd	53	237-318	530
C1g	601/4602/3	BIIAB	53	237-318	530

Knowledge qualifications available to this pathway

K1 – Level 5 Diploma in Management and Leadership

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K1a	603/2392/9	Chartered Management Institute	37	130-170	370
K1b	601/6773/7	BIIAB	39	130-170	390

K2 – Level 5 Diploma in Management and Leadership

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K2a	601/3596/7	Pearson Education Ltd	39	194	390

K3 – ILM Level 5 Diploma in Principles of Leadership and Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K3a	600/5857/2	Institute of Leadership & Management	37	194	390
K3b	600/5856/0	Institute of Leadership & Management	37	88	

K4 – Foundation Degree in Applied Professional Practice

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K4a	N/A	Cardiff Metropolitan University	240	N/A	N/A

K5 – FdSc in Applied Business Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K5a	N/A	Swansea University	240	2400	N/A

Combined qualifications available to this pathway

N/A

Relationship between competence and knowledge qualifications

Apprentices must complete one competence qualification and one knowledge qualification from those listed within this pathway.

The different knowledge based qualifications available all have slightly different emphasis and breadth of knowledge, although all qualifications will provide learners with the required underpinning knowledge and understanding to successfully demonstrate competence. The selection of the competence and knowledge qualification is a decision to be made by employers and the apprentice, based on the individual learner's job role and needs.

Learners are free to undertake the competence qualification with one awarding organisation and the knowledge qualification with another awarding organisation if they wish to do so.

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.

Where Essential Skills qualifications are specified in an apprenticeship framework, the apprenticeship framework must specify the acceptance of a recognised proxy qualification for Communication and Application of Number.

Communication

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.

Does this framework require Communication achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

Enter alternative grade/level requirements and reasons here.

Application of Number

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.

Does this framework require Application of Number achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for Maths and give a brief **REASON** as to why this is required:

Enter alternative grade/level requirements and reasons here.

Inclusion of Digital Literacy (ICT)

Is Digital Literacy a requirement in this framework? **YES** ☒ **NO** ☐

Does this framework require Digital Literacy / ICT achievement above the minimum SASW requirement? **YES** ☐ **NO** ☒

If YES, please state the grade/level required for English and give a brief **REASON** as to why this is required:

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Progression routes into and from this pathway

Progression into the Higher Apprenticeship in Management & Leadership

Progression into this higher apprenticeship may be from a wide number of routes due to the varying backgrounds and past academic and work related experiences of apprentices. The higher apprenticeship has been designed to be suitable for candidates from any sector or industry and as such, is a suitable progression route from almost all apprenticeships. Such routes will include having:

- achieved an apprenticeship or higher apprenticeships in a wide range of sector specific areas, such as retail, business and professional administration or healthcare
- achieved the Level 3 Apprenticeship in Management

achieved the Level 4 Higher Apprenticeship in Management

- achieved Regulatory Qualification Awards, Certificates or Diplomas in Management or sector specific, non-management areas
- achieved GCSEs or A Levels.

It is expected that higher apprentices will have significant experience of working at a middle management level to ensure they have the suitable foundations on which to further build their knowledge and skills. Learners who do not have any management experience may be better suited to the Team Leading Foundation Apprenticeship. Learners who have only limited prior experience in a management role may be better suited to the Level 3 Management Apprenticeship. All individuals should be judged on their own merits, experiences and capabilities to ensure they are enrolled in the most appropriate apprenticeship framework.

Progression from the Higher Apprenticeship in Management & Leadership

Higher apprentices, with support and opportunities in the workplace, can progress onto:

- a range of management and other professional qualifications at level 6 and above
- higher education to undertake management, business or other qualifications, including Degrees or Masters in Management & Leadership, Business and Business Management
- further employment opportunities within their current job role/alternative job roles
- specialised qualifications providing additional technical knowledge
- possible membership of professional bodies, including the Chartered Management Institute and the Institute of Leadership & Management.

With additional training, higher apprentices may be able to progress in their careers to senior management or director level roles and, in time, to chief executive positions.

UCAS points for this pathway:

N/A

Employee rights and responsibilities

Please note that for Apprenticeship starts from 14/10/2016 onwards ERR is no longer a **mandatory** requirement in all frameworks.

However, it may still be included in some frameworks and where it is not explicitly stated that ERR is not a requirement then confirmation of an Apprentice's ERR achievement will still remain a requirement for Apprenticeship certification purposes.

Is ERR a requirement for this framework? **YES** ☐ **NO** ☒

Delivery and assessment

The Employee Rights and Responsibilities component of the apprenticeship can be achieved through either:

1. Recorded professional discussion/presentation/project

2. A Regulatory Qualification ERR Qualification/Unit:

- The Level 2 Award in Employee Rights and Responsibilities - this qualification is offered by a range of organisations
- Any other approved unit or qualification listed in Instructus Skills FAQ.

3. ERR Workbook:

The Instructus Skills ERR workbook, available from the Instructus Skills website (www.instructus.org) - 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.

ERR National Outcomes

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 skill, trade or occupation, 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 of conduct and codes of practice
9. recognises and can form a view on issues of public concern that affect their organisation and industry.

Evidence of achievement of ERR

As ERR is part of the Apprenticeship Certificate Claim Form and a declaration is made on ACW at the time of submitting your apprenticeship certification claim, there is no longer an additional requirement to evidence ERR completion. However, we recommend that an internal record of ERR achievement is retained.

If a learner has completed the ERR workbook as part of the Team Leading Foundation Apprenticeship or Management Apprenticeship, they do not have to repeat the ERR workbook requirement.

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

How equality and diversity will be met

According to national statistics data, approximately two-thirds of the UK's 4.5m managers and senior officials are male and one-third are female. In contrast to the gender imbalance associated with management, the occupation is representative of the population as a whole in terms of the number of managers from minority backgrounds and those with disabilities, although this may not be true at all levels of management, particularly senior management positions.

Reasons for any imbalances may be related to perceptions about management and team leading recruitment and promotion practises, which can result in applicants screening themselves out or being screened out unfairly. Reasons for such perceptions may include:

- managers' attitudes to board-level appointments where applicants feel that you need to know the right person and that cultural fit is important rather than qualifications and ability
- Asian and black managers are more likely than white managers to think that educational background is a strong influence for recruitment and promotion
- selection process are seen as not being open or transparent
- the existence of "old boys' networks"
- lack of careers guidance
- family commitments being seen as a barrier to career progression
- flexibility and opportunities for flexible working and a 'culturally mixed workforce' are often rated as more influential factors for female managers, whilst male managers feel that having 'like-minded colleagues/camaraderie' and the 'opportunity for foreign travel' influenced their decision to join organisations
- managers with a disability feel that the ability to influence strategic decisions, use specialist expertise and commitment to diversity are important factors when applying for a job, but that these are not necessarily recognised.

As the UK workforce and customer base becomes more diverse, management needs to reflect that diversity and manage it effectively. This requires not only sensitivity to issues such as ethnicity, culture, gender and disability, but an awareness of the potential for different and more creative approaches that diversity in general brings.

Apprenticeships are seen as a vital route to encourage and facilitate a diverse set of individuals entering into management. 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 Industry, using the protected characteristics of:

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

In order to address some of these issues, awareness of management as a profession is being raised through:

- the Welsh Baccalaureate Principle Learning Qualification in Business, Administration and Finance
- teaching resources for schools
- various Women in Work initiatives
- professional networks such as the Network for Black Professionals and Women in Management
- Various careers websites for the management industry, which include non-stereotypical images.

The Instructus Skills continues to monitor take up and achievement of all Apprenticeships through its Advisory Groups and continue to take steps to address any barriers to take up and achievement as part of its Qualification Strategy.

On and off the job training

Summary of on- and off-the-job training

Training time for the Team Leading, Management and Management & Leadership Apprenticeship programmes is split into on-the-job training hours and off-the-job training hours, as described below.

Total on-the-job and off-the-job training hours are as follows:

- Level 2 Team Leading - 489 hours
- Level 2 Team Leading (Construction) - withdrawn
- Level 3 Management - 572 hours
- Level 4 Management - 580 hours
- Level 5 Management & Leadership - 655 hours

Off-the-job training

Level 2 Team Leading Foundation Apprenticeship

The total off-the-job training for the Team Leading Foundation Apprenticeship is **189 hours**, made up as follows:

- 60 hours for Essential Skills Wales (20 hours per skill)
- 81 hours (minimum) associated with the competence and knowledge element of the combined qualification
- 48 hours of off-the-job coaching and mentoring to support the apprentice

Level 2 Team Leading (Construction) Foundation Apprenticeship - withdrawn

Level 3 Management Apprenticeship

The total off-the-job training for the Management Apprenticeship is **214 hours**, made up as follows:

- 60 hours for Essential Skills Wales (20 hours per skill)
- 106 hours (minimum) associated with the competence and knowledge element of the combined qualification
- 48 hours of off-the-job coaching and mentoring to support the apprentice

Level 4 Management Higher Apprenticeship

The total off-the-job training for the Management Higher Apprenticeship is **186 hours**, made up as follows:

- 60 hours for Essential Skills Wales (20 hours per skill)
- 78 hours (minimum) for the knowledge based qualification
- 48 hours of off-the-job coaching and mentoring to support the apprentice

Level 5 Management & Leadership Higher Apprenticeship

The total off-the-job training for the Management & Leadership Higher Apprenticeship is **238 hours**, made up as follows:

- 60 hours for Essential Skills Wales (20 hours per skill)
- 130 (minimum) for the knowledge based qualification
- 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 the Regulatory Qualification, 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 [see Regulatory Qualification Guidance on Claiming Credit for further details]. 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 needs to:

- be planned, reviewed and evaluated jointly between the apprentice and a tutor, teacher, mentor or manager;
- allow access as and when required by the apprentice either to a tutor, teacher, mentor or manager;
- be delivered during contracted working hours;
- be delivered through one or more of the following methods: individual and group teaching, e-learning, distance learning, coaching; mentoring, feedback and assessment; collaborative/networked learning with peers, guided study and induction.

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 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. No other evidence is required to be uploaded to ACW.

All Welsh apprenticeship certificates must be claimed via the ACW (Apprenticeship Certification Wales) online system. This online system, 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 via this link - http://acwcerts.co.uk/register_centre .

On-the-job training

Level 2 Team Leading Foundation Apprenticeship

The total on-the-job training for the Team Leading Foundation Apprenticeship is **300 hours**, made up as follows:

- 120 hours for Essential Skills Wales (40 hours per skill)
- 120 hours (minimum) associated with the competence and knowledge element of the combined qualification

60 hours of on-the-job coaching and mentoring to support the apprentice

Level 2 Team Leading (Construction) Foundation Apprenticeship - withdrawn

Level 3 Management Apprenticeship

The total on-the-job training for the Management Apprenticeship is **358 hours**, made up as follows:

- 120 hours for Essential Skills Wales (40 hours per skill)
- 178 hours (minimum) associated with the competence and knowledge element of the combined qualification
- 60 hours of on-the-job coaching and mentoring to support the apprentice

Level 4 Management Higher Apprenticeship

The total on-the-job training for the Management Higher Apprenticeship is **394 hours**, made up as follows:

- 120 hours for Essential Skills Wales (40 hours per skill)
- 214 hours (minimum) for the competence based qualification
- 60 hours of on-the-job coaching and mentoring to support the apprentice

Level 5 Management & Leadership Higher Apprenticeship

The total on-the-job training for the Management & Leadership Higher Apprenticeship is **417 hours**, made up as follows:

- 120 hours for Essential Skills Wales (40 hours per skill)
- 237 hours (minimum) for the competence based qualification
- 60 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 RPL 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. Job roles within Management & Team Leading 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.

Evidence of on 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. No other evidence is required to be uploaded to ACW.

All Welsh apprenticeship certificates must be claimed via the ACW (Apprenticeship Certification Wales) online system. This online system, 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 via this link - http://acwcerts.co.uk/register_centre

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

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