apprenticeship
FRAMEWORK

Higher Apprenticeship in Management - Levels 4 and 5 (England)

IMPORTANT NOTIFICATION FOR ALL APPRENTICESHIP STARTS FROM 22 AUGUST 2017

Modifications to SASE came into effect on 22 August 2017. Accordingly, SASE publication DFE-00167-2017 applies **both** to new Apprenticeship starts from 22 August 2017 **and** all Apprenticeships commenced before and not completed by 22 August 2017.

For more details of the changes please read the following preface page to the framework document.

Latest framework version?

Please use this link to see if this is the latest issued version of this framework:

afo.sscalliance.org/frameworkslibrary/index.cfm?id=FR04027

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Apprenticeships

CHANGES TO THE ENGLISH AND MATHS REGULAR MINIMUM REQUIREMENTS FOR APPRENTICESHIP STARTS FROM 22 AUGUST 2017 AND APPRENTICESHIPS REMAINING INCOMPLETE ON 22 AUGUST 2017.

Modifications to SASE came into effect on 22 August 2017. Accordingly, SASE publication DFE-00167-2017 applies both to new Apprenticeship starts from 22 August 2017 and all Apprenticeships commenced before and not completed by 22 August 2017.

The modifications allow for an exemption to the English and Maths regular minimum requirements for people with Special Educational Needs, Learning Difficulties or Disabilities. This means that adjusting the minimum requirements to Entry Level 3 in English and Maths can be considered by the provider, on an individual and case-by-case basis, where **all of the conditions** of the updated SASE section 18 (Intermediate level) or section 37 (Advanced level) for have been satisfied and can be evidenced.

Full details relating to the exceptions eligibility criteria are contained in:

Sections 15-23 of SASE for Intermediate Level Apprenticeships
Sections 34-42 of SASE for Advanced Level Apprenticeships

When applying this exemption, providers must **STILL** consider how to enable the Apprentice to access further literacy and numeracy development – including Level 1 and Level 2 courses – as part of their overall training provision.

The modifications to SASE have also extended the list of qualifications that meet the minimum English requirements to allow for a British Sign Language (BSL) qualification, at the appropriate level, to be accepted as an alternative to a qualification in English, where **BSL is the primary language of the Apprentice**.

Full details relating to BSL acceptance are contained in:

Section 5(f) of SASE for Intermediate Level Apprenticeships
Section 28(f) of SASE for Advanced Level Apprenticeships

Furthermore, the SASE modifications have further extended the list of qualifications that meet the minimum English and Maths requirements to allow for the acceptance of a range of UK-wide qualifications, as an alternative to qualifications gained in England.

Full details relating to the list of acceptable qualifications are contained in:

Sections 5(g-j) and 6(f-i) of SASE for Intermediate Level Apprenticeships
Sections 28(g-j) and 29(f-i) of SASE for Advanced Level Apprenticeships

The modifications include reference to the new numerical grades in the reformed GCSE system and the **minimum** grade requirements. A grade 4 (new grading) will be considered equivalent to a grade C (old grading). A grade 2 (new grading) will be considered equivalent to a Grade E (old grading).

Full details relating to the numerically graded GCSEs are contained in:

Sections 5 and 6 of SASE for Intermediate Level Apprenticeships
Sections 28 and 29 of SASE for Advanced Level Apprenticeships

Please note that some frameworks may have English and Maths grade/level requirements that are **above** the SASE **regular** minimum requirements. The exceptions relating to the use of British Sign Language or Entry Level 3 qualifications, detailed above, **do not apply** to **industry-specific** minimum entry requirements. Please check specific framework documents to ascertain where this is the case and/or check directly with the Issuing Authority responsible for the framework.

The updated version of SASE, and guidance documents, can be accessed here:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/630068/Specification_of_Apprenticeship_Standards_for_England_.pdf

Higher Apprenticeship in Management - Levels 4 and 5 (England)

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Framework summary

Higher Apprenticeship in Management - Levels 4 and 5

Management

This framework includes information on Personal Learning and Thinking Skills

Pathways for this framework at level 4 include:

Pathway 1: Management

Competence qualifications available to this pathway:

C1 - Level 4 NVQ Diploma in Management

Knowledge qualifications available to this pathway:

K1 - Level 4 Diploma in Principles of Leadership and Management (QCF)

K2 - Level 4 Diploma in Management and Leadership (QCF)

K3 - Level 4 Diploma in Business and Administrative Management (VRQ)

K4 - Level 4 Certificate in Leadership and Management

Combined qualifications available to this pathway:

N/A

This pathway also contains information on:

- Employee rights and responsibilities
- Functional skills

Higher Apprenticeship in Management - Levels 4 and 5

Leadership & Management

This framework includes information on Personal Learning and Thinking Skills

Pathways for this framework at level 5 include:

Pathway 1: Management and Leadership

Competence qualifications available to this pathway:

C1 - Level 5 NVQ Diploma in Management and Leadership (QCF)

Knowledge qualifications available to this pathway:

K1 - Level 5 Diploma in Management and Leadership (QCF)

K2 - Level 5 Extended Diploma in Management and Leadership (QCF)

K3 - City and Guilds Level 5 Diploma in Principles of Leadership and Management (QCF)

K4 - Level 5 Diploma in Management and Leadership (QCF)

K5 - Level 5 Diploma in Management and Leadership (QCF)

K6 - HE Diploma in Business Management

K7 - BA (Hons) Business management

K8 - Level 5 Diploma in Principles of Management and Leadership (QCF)

K9 - Foundation Degree Leadership and Management

K10 - Level 5 Diploma in Business and Administrative Management (VRQ)

K11 - University Diploma in Leadership and Management

K12 - FdA Business & Management

Combined qualifications available to this pathway:

N/A

This pathway also contains information on:

- Employee rights and responsibilities
- Functional skills

Framework information

Information on the Issuing Authority for this framework:

Skills CFA

The Apprenticeship sector for occupations in business and administration, customer service, enterprise and business support, human resources and recruitment, industrial relations, leadership and management, marketing and sales (also includes contact centres and third sector).

Issue number: 19	**This framework includes:**
Framework ID: FR04027	Level 4 Level 5
Date this framework is to be reviewed by: 31/07/2017	This framework is for use in: **England**

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. It will attract new talent into management and will help to up-skill the workforce to replace those who leave or retire. Higher apprentices will work in job roles such as managers, senior managers, directors and heads of department.

Contact information

Proposer of this framework

This apprenticeship has been proposed and developed by Skills CFA, with employers, training providers, colleges and awarding organisations feeding 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

Contact details

Who is making this revision:	Marina Popova
Your organisation:	Skills CFA
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Why this framework is being revised

This framework was revised by Skills CFA in March 2017 in order to make amendments to the framework, as detailed below.

Summary of changes made to this framework

This framework was revised by Skills CFA in March 2017 in order to add qualification to the framework.

Qualifications removed

N/A

Qualifications added

- NCFE Level 4 Certificate in Leadership and Management (603/0987/8)

Qualifications that have been extended

N/A

Purpose of this framework

Summary of the purpose of the framework

Defining Apprenticeships

An Apprenticeship is a job with an accompanying skills development programme designed by employers in the sector. It allows the apprentice to gain technical knowledge and real practical experience, along with functional and personal skills, required for their immediate job and future career. These are acquired through a mix of learning in the workplace, formal off the job training and the opportunity to practice and embed new skills in a real work context. This broader mix differentiates the Apprenticeship experience from training delivered to meet narrowly focused job needs.

All apprentices commencing their Apprenticeship must have an **Apprenticeship Agreement** between the employer and the apprentice. This can be used to reinforce the understanding of the requirements of the Apprenticeship.

On completion of the Apprenticeship the apprentice must be able to undertake the full range of duties, in the range of circumstances appropriate to the job, confidently and competently to the standard set by the industry.

Profile of the sector

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
- 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.

Across the UK there are approximately 4.5 million managers and senior officials, including 1.75 million working within small and medium enterprises. To keep pace with demand, around 400,000 new managers & leaders are needed each year.

The management apprenticeship programmes have seen a steady increase in learners since their initial development and the apprenticeship is in the top twenty frameworks. 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 Level 4 Higher Apprenticeship in Management and the Level 5 Higher Apprenticeship in Leadership & Management have been developed to support those working as managers, senior managers, heads 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 England. It will also contribute to meeting the skills priorities for England, set out in the 2009 "Skills for Sustainable Growth" report, by:

- providing flexible access to high-quality level 4 and 5 skills programmes, which act as a real alternative for those who prefer this style of learning and achievement;
- using technical and competence qualifications, valued by employers, to help their businesses grow and remain profitable;
- developing apprentices' Personal Learning and Thinking Skills, to build their confidence and creativity, improving their social and working lives;
- developing apprentices' employability skills, making them more attractive to all employers career they choose; and

- providing a career pathway into jobs and training at higher level, to provide the skills which the economy needs to grow.

Aims and objectives of this framework (England)

To provide employers of all sizes and across all sectors in England 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 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 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 future learning opportunities, if they wish to do so.

Entry conditions for this framework

Transferable skills

Candidates seeking to undertake this apprenticeship must be able to demonstrate ability equivalent to or exceeding Level 2 in English and mathematics. This requirement may be met through the achievement of Level 2 functional skills, equivalent GCSEs, O Levels, A Levels or AS Levels, or an initial assessment which demonstrates the required ability.

Typical applicants

Employers will typically seek to attract apprentices who have a strong interest in a career in management. They expect applicants to demonstrate a "can do" attitude and have at least basic numeracy, literacy and communication skills on which the apprenticeship will build. Entrants will come from a diverse range of backgrounds and will have a range of experience, age, personal achievements and, in some cases, prior qualifications and awards which may count towards achievement of an apprenticeship. Examples include learners who have:

- achieved QCF Awards, Certificates or Diplomas,
- achieved a (14 - 19) Foundation or Higher Diploma, each of which have underpinning management and leadership themes,
- achieved GCSEs or A Levels,
- completed an advanced apprenticeship.

Initial Assessment

Initial assessment must be used to ensure that applicants have a fair opportunity to demonstrate their ability. Learning programmes can then be tailored to meet a range of abilities and to recognise prior knowledge and experience.

Level 4

Title for this framework at level 4

Management

Pathways for this framework at level 4

Pathway 1:	Management

Level 4, Pathway 1: Management

Description of this pathway

Higher Apprenticeship in Management

Total minimum credit value for this pathway: 90 credits

- Competence qualification - 53 credits
- Knowledge qualification - 37 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)
Manager, head of function, area manager	Managers at level 4 play an integral role 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	N/A
C1b	601/3875/0	Future (Awards and Qualifications) Ltd	53	229-374	N/A
C1c	601/3690/X	i Can Qualifications Limited	53	214-298	N/A
C1d	601/3247/4	City & Guilds	53	214-298	N/A
C1e	601/3695/9	Industry Qualifications	53	214-298	N/A
C1f	601/4033/1	NCFE	53	214-298	N/A
C1g	601/3401/X	Pearson Education Ltd	53	219-344	N/A
C1h	601/4601/1	BIIAB	53	214-298	N/A
C1i	601/4759/3	ProQual Awarding Body	53	229-347	N/A
C1j	601/5199/7	Training Qualifications UK Ltd	53	214-298	N/A
C1k	601/6877/8	Chartered Management Institute	53	229-374	N/A

Knowledge qualifications available to this pathway

K1 - Level 4 Diploma in Principles of Leadership and Management (QCF)					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K1a	601/4235/2	City & Guilds	37	78-107	N/A

K2 - Level 4 Diploma in Management and Leadership (QCF)					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K2a	601/3500/1	Pearson Education Ltd	37	126-165	N/A
K2b	601/4360/5	iCan Qualifications Limited	37	126-165	N/A
K2c	601/5591/7	Training Qualifications UK Ltd	37	126-165	N/A
K2d	601/5872/4	Future (Awards and Qualifications) Ltd	37	126-135	N/A
K2e	601/0100/3	Chartered Management Institiute	39	145-165	N/A
K2f	601/6776/2	BIIAB	37	126-165	N/A

K3 - Level 4 Diploma in Business and Administrative Management (VRQ)					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K3a	601/8029/8	Industry Qualifications	120-124	531-579	N/A

Knowledge qualifications available to this pathway (cont.)

K4 - Level 4 Certificate in Leadership and Management					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K4a	603/0987/8	NCFE	N/A	134	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 – C1k) provides the competence required by Managers and Leaders at this level. The different knowledge based qualifications available (K1 - K2) 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.

As part of the evidence requirements for Apprenticeship Completion certification, a copy of a completed, current Apprentice Declaration and Authorisation form must be upload to ACE (http://acecerts.co.uk).

Transferable skills (England)

Functional Skills / GCSE (with enhanced functional content) and Key Skills (England)

Apprentices must complete or have completed one of the English transferable skills qualifications and one of the Mathematical transferable skills qualifications listed below in order to successfully complete their Apprenticeship and this will carry the QCF five credit values. If they do not have these qualifications as part of their evidence an Apprenticeship certificate cannot be awarded.

English	Minimum level or grade	Credit value
Functional Skills qualification in English	N/A	N/A
GCSE qualification in English (with enhanced functional content)	N/A	N/A

* *achieved before September 2012 and within the 5 years immediately prior to starting an Apprenticeship.*

** *achieved before September 2012, otherwise at any time prior to starting the Apprenticeship.*

Mathematics	Minimum level or grade	Credit value
Functional Skills qualification in Mathematics	N/A	N/A
GCSE qualification (with enhanced functional content) in Mathematics	N/A	N/A

* *achieved before September 2012 and within the 5 years immediately prior to starting an Apprenticeship.*

** *achieved before September 2012, otherwise at any time prior to starting the Apprenticeship.*

Inclusion of Information and Communications Technology (ICT)

N/A

Progression routes into and from this pathway

Progression into the Level 4 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 advanced apprenticeships and many sector-specific higher apprenticeships, for individuals progressing within, or into, level 4 management job roles. Such routes will include having:

- achieved an advanced 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 Advanced Apprenticeship in Management
- achieved the Level 3 Advanced Apprenticeship in Business Administration
- achieved QCF 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 some 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 Team Leading Intermediate Apprenticeship.
- Learners who have only limited prior experience in a management role may be better suited to the Management Advanced Apprenticeship.
- Learners who have significant experience of working at a middle management level may be better suited to the Level 5 Leadership & Management Higher Apprenticeship.

Progression from the Level 4 Higher Apprenticeship in Management

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

- the Level 5 Higher Apprenticeship in Management & Leadership
- further or higher education to undertake business related or other qualifications, including:
- Foundation Degrees in areas such as management and leadership, business, business management, and business administration
- a range of business and management undergraduate programmes
- management qualifications and other professional qualifications at level 5 and above
- specialised qualifications providing additional technical knowledge
- further employment opportunities within their current job role/alternative job roles
- 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.

UCAS points for this pathway:

(no information)

Employee rights and responsibilities

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

1. Recorded professional discussion/presentation/project

2. A QCF ERR qualification/unit:

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

3. ERR Workbook

- The Instructus Skills ERR workbook, available from the Instructus Skills E-learning portal (elearning.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

The ERR workbook, qualifications and units cover the following learning outcomes listed below. An apprentice must achieve the standards of attainment set out below to achieve this element of the framework:

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 and 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

If the ERR component has been achieved, please mark the relevant tick box on ACE, 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

Leadership & Management

Pathways for this framework at level 5

Pathway 1:	Management and Leadership

Level 5, Pathway 1: Management and Leadership

Description of this pathway

Higher Apprenticeship in Management and Leadership

Total minimum credit value for this pathway: 90 credits

- Competence qualification - 53 credits
- Knowledge qualification - 37 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)
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 (QCF)

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
C1a	601/3550/5	Active IQ	53	237-318	N/A
C1b	601/3780/0	Chartered Management Institute	53	237-318	N/A
C1c	601/3854/3	Future (Awards and Qualifications) Ltd	53	247-318	N/A
C1d	601/3691/1	i Can Qualifications Limited	53	237-318	N/A
C1e	601/3254/1	City & Guilds	53	237-318	N/A
C1f	601/3696/0	Industry Qualifications	53	237-318	N/A
C1g	601/4034/3	NCFE	53	237-318	N/A
C1h	601/3807/5	OCR	53	237-318	N/A
C1i	601/3402/1	Pearson Education Ltd	53	239-314	N/A
C1j	601/3524/4	Skillsfirst Awards Ltd	53	237-318	N/A
C1k	601/4602/3	BIIAB	53	237-318	N/A
C1l	601/4757/X	ProQual Awarding Body	53	247-316	N/A
C1m	601/6349/5	SFJ Awards	53	237-318	N/A
C1n	601/7144/3	Training Qualifications UK Ltd	53	237-318	N/A

Knowledge qualifications available to this pathway

K1 - Level 5 Diploma in Management and Leadership (QCF)					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K1a	601/1195/1	Chartered Management Institute	38	130-170	N/A

K2 - Level 5 Extended Diploma in Management and Leadership (QCF)					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K2a	601/0104/0	Chartered Management Institute	62	240-280	N/A

K3 - City and Guilds Level 5 Diploma in Principles of Leadership and Management (QCF)					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K3a	600/5857/2	City & Guilds	37	88-167	N/A

Knowledge qualifications available to this pathway (cont.)

K4 - Level 5 Diploma in Management and Leadership (QCF)

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K4a	600/8227/6	OCR	40	240	N/A

K5 - Level 5 Diploma in Management and Leadership (QCF)

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K5a	601/3596/7	Pearson Education Ltd	39	194-219	N/A
K5b	601/6773/7	BIIAB	39	194-219	N/A
K5c	601/5873/6	Future (Awards and Qualifications) Ltd	39	194-219	N/A
K5d	601/7149/2	Training Qualifications UK Ltd	39	194-219	N/A
K5e	601/6908/4	I Can Qualifications Limited	39	194-219	N/A

K6 - HE Diploma in Business Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K6a	N/A	Ashridge Business School	240	2400	N/A

Knowledge qualifications available to this pathway (cont.)

K7 - BA (Hons) Business management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K7a	N/A	Ashridge Business School	360	3600	N/A

K8 - Level 5 Diploma in Principles of Management and Leadership (QCF)

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K8a	600/1912/8	Skillsfirst Awards Ltd	40	240	N/A
K8b	601/8032/8	NCFE	40	240	N/A

K9 - Foundation Degree Leadership and Management

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K9a	N/A	Staffordshire University	220	N/A	N/A
K9b	N/A	University of Northampton	240	N/A	N/A

K10 - Level 5 Diploma in Business and Administrative Management (VRQ)

No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
K10a	601/6549/2	Industry Qualifications	120-130	550-610	N/A

Knowledge qualifications available to this pathway (cont.)

K11 - University Diploma in Leadership and Management					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K11a	N/A	Staffordshire University	60	N/A	N/A

K12 - FdA Business & Management					
No.	**Ref no.**	**Awarding organisation**	**Credit value**	**Guided learning hours**	**UCAS points value**
K12a	N/A	University of Plymouth	240	540	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.

K1 - K10 provide the underpinning knowledge and understanding for qualifications C1a - C1n.

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.

As part of the evidence requirements for Apprenticeship Completion certification, a copy of a completed, current Apprentice Declaration and Authorisation form must be uploaded to ACE (http://acecerts.co.uk).

Transferable skills (England)

Functional Skills / GCSE (with enhanced functional content) and Key Skills (England)

Apprentices must complete or have completed one of the English transferable skills qualifications and one of the Mathematical transferable skills qualifications listed below in order to successfully complete their Apprenticeship and this will carry the QCF five credit values. If they do not have these qualifications as part of their evidence an Apprenticeship certificate cannot be awarded.

English	Minimum level or grade	Credit value
Functional Skills qualification in English	N/A	N/A
GCSE qualification in English (with enhanced functional content)	N/A	N/A

* *achieved before September 2012 and within the 5 years immediately prior to starting an Apprenticeship.*

** *achieved before September 2012, otherwise at any time prior to starting the Apprenticeship.*

Mathematics	Minimum level or grade	Credit value
Functional Skills qualification in Mathematics	N/A	N/A
GCSE qualification (with enhanced functional content) in Mathematics	N/A	N/A

* *achieved before September 2012 and within the 5 years immediately prior to starting an Apprenticeship.*

** *achieved before September 2012, otherwise at any time prior to starting the Apprenticeship.*

Inclusion of Information and Communications Technology (ICT)

Not applicable.

Progression routes into and from this pathway

Progression into the Level 5 Higher Apprenticeship in Management and 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 advanced apprenticeships. Such routes will include having:

- achieved an advanced 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 Advanced Apprenticeship in Management
- achieved the Level 4 Higher Apprenticeship in Management
- achieved the Level 4 Higher Apprenticeship in Business & Professional Administration
- achieved QCF Awards, Certificates or Diplomas in Management or sector specific, non-management areas
- achieved GCSEs or A Levels.

It is expected that level 5 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. 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 Team Leading Intermediate Apprenticeship.
- Learners who have only limited prior experience in a management role may be better suited to the Management Advanced Apprenticeship or the Management Higher Apprenticeship.

Progression from the Level 5 Higher Apprenticeship in Management and 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:

(no information)

Employee rights and responsibilities

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

1. Recorded professional discussion/presentation/project

2. A QCF ERR qualification/unit:

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

3. ERR Workbook

- The Skills CFA ERR workbook, available from the Skills CFA website (www.skillscfa.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 Skills CFA ERR workbook, available from the Skills CFA website (www.skillscfa.org/).

ERR National Outcomes

The ERR workbook, qualifications and units cover the learning outcomes listed below. An apprentice must achieve the standards of attainment set out below to achieve this element of the framework:

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 Declaration & Authorisation 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.

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 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.

Download the guidance on the Equality Act here.

Recent statistics produced by the Institute for Employment Studies shows that, contrary to the occupation as a whole, Management Apprenticeship starts in England are dominated by women (63.3% of all starts). The number of apprentices from ethnic minority backgrounds is 9.8%, which is roughly in line with the population as a whole, although there is over-representation of learners from Asian backgrounds (4.3% of starts) and a slight under-representation of learners from Chinese of mixed ethnic backgrounds (1.2% of starts). 10.3% of management apprentice starts are recorded as having a disability (above national representative numbers), whilst 3.4% of apprentices record having a learning difficulty, which shows some under-representation when compared to the population as a whole.

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

- the (14-19) Diploma in Business, Administration and Finance, although all Diplomas have underpinning leadership and management and equality and diversity themes
- 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.

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

On and off the job guided learning (England)

Total GLH for each pathway

GLH does not apply to this higher apprenticeship framework.

Minimum off-the-job guided learning hours

N/A

How this requirement will be met

N/A

Minimum on-the-job guided learning hours

N/A

How this requirement will be met

N/A

Personal learning and thinking skills assessment and recognition (England)

Summary of Personal Learning and Thinking Skills

N/A

Creative thinking

N/A

Independent enquiry

N/A

Reflective learning

N/A

Team working

N/A

Self management

N/A

Effective participation

N/A

Additional employer requirements

There are no additional employer requirements.

apprenticeship
FRAMEWORKS ONLINE

For more information visit
www.afo.sscalliance.org