



Technical specifications for

City & Guilds Level 3

Award, Certificate and Diploma in Leadership and Management (8600)

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Note: This a qualification specific document and should always be read in conjunction with the Supporting Notes for ILM VRQs document available at www.i-l-m.com or from ILM Customer Services (customer@i-l-m.com) and the ILM Customer Handbook. All ILM qualifications are awarded by The City and Guilds of London Institute.

Qualification Purpose and Aim

Who are these qualifications for?

The Level 3 Award, Certificate and Diploma in Leadership and Management are ideal for individuals who have management responsibilities but no formal training, and are serious about developing their abilities. They particularly support practising team leaders seeking to move up to the next level of management, and managers who need to lead people through organisational change, budget cuts or other pressures.

Benefits for individuals

- Gain a range of key management skills and put them into practice in their own role
- Build their leadership capabilities – motivate and engage teams, manage relationships confidently
- Develop their leadership and management skills using their own knowledge, values and motivations.

Benefits for employers

- Effective and confident first-line managers
- Better relationships and communication in teams
- Proven skills – to get this qualification, managers will need to show that they can transfer their new skills to your organisation
- Managers with the tools to develop their own skills and abilities.

The qualifications are made up of a wide range of units covering core management skills – such as understanding how to organise and delegate – plus skills in communication, team leadership, change, innovation and managing people and relationships. This flexibility in unit choice allows the qualification to be tailored to meet the needs of the individual and employer.

Progression Routes

These qualifications will provide progression opportunities to a range of qualifications such as:

Level 3 Award in Leadership and Management	Level 3 Certificate in Leadership and Management	Level 3 Diploma in Leadership and Management
<ul style="list-style-type: none"> • Level 3 Certificate in Leadership and Management • Level 3 Certificate in Leadership • Level 3 Certificate in Effective Management • Level 3 Certificate in Coaching • Level 3 Certificate in Mentoring • Level 3 Certificate in Coaching and Mentoring • Level 3 Certificate in Facilities Management • Level 3 Certificate in Enterprise and Entrepreneurship • Level 3 Diploma in Leadership and Management 	<ul style="list-style-type: none"> • Level 3 Certificate in Leadership • Level 3 Certificate in Coaching • Level 3 Certificate in Mentoring • Level 3 Certificate in Coaching and Mentoring • Level 3 Certificate in Enterprise and Entrepreneurship • Level 3 Diploma in Leadership and Management • Level 3 Diploma in Facilities Management • Level 4 Award in Leadership and Management • Level 4 Certificate in Leadership and Management • Level 4 Diploma in Leadership and Management 	<ul style="list-style-type: none"> • Level 3 Certificate in Coaching • Level 3 Certificate in Mentoring • Level 3 Certificate in Coaching and Mentoring • Level 4 Award in Leadership and Management • Level 4 Certificate in Leadership and Management • Level 4 Diploma in Leadership and Management

Qualification Specific Occupational Competency Requirements

Centres must ensure they have competent and suitably qualified staff involved in teaching, learning and assessment of ILM qualifications.

Generic occupational competency requirements are listed in the *Supporting Notes for ILM VRQs* document which is downloadable from the ILM website www.i-l-m.com/centres

Qualification Structures and Details

Level 3 Award in Leadership and Management

Qualification Accreditation No:	600/5934/5
Planned Operational Start Date:	01/09/2012
Credit Value:	minimum 4 and maximum 12 credits
Induction:	At least 1 hour
Tutorial Support:	Minimum 2 hours
Guided Learning Hours (GLH):	The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above.
Duration:	To be completed in 3 years
Rules of Combination:	Learners are required to attain a minimum of 4 credits from units 300-341, 343 in group 1 in order to achieve this qualification. Note: Unit 8600-342 is out of the scope of this qualification. Refer to the overview of units table.
Assessments:	Criterion assessment applies to all units within this qualification (i.e. the learner must adequately evidence each assessment criterion). For further details see the ILM recommended Mark-Sheet for each unit.

Level 3 Certificate in Leadership and Management

Qualification Accreditation No:	600/5961/8
Planned Operational Start Date:	01/09/2012
Credit Value:	minimum 13 and maximum 36 credits
Induction:	At least 2 hours
Tutorial Support:	Minimum 4 hours
Guided Learning Hours (GLH):	The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above.
Duration:	To be completed in 3 years
Rules of Combination:	Learners must gain a minimum of 13 credits from a choice of optional units (200-230, 300-341, 343, 400-408) within groups 1 and 2, of that no more than 6 credits can be taken from group 2 units (200-230 and 400-408). Note: Unit 8600-342 is out of the scope of this qualification. Refer to the overview of units table.
Assessments:	Criterion assessment applies to all units within this qualification (i.e. the learner must adequately evidence each assessment criterion). For further details see the ILM recommended Mark-Sheet for each unit.

Level 3 Diploma in Leadership and Management

Qualification Accreditation No:	600/5964/3
Planned Operational Start Date:	01/09/2012
Credit Value:	minimum 37 credits
Induction:	At least 2 hours
Tutorial Support:	Minimum 7 hours
Guided Learning Hours (GLH):	The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above.
Duration:	To be completed in 3 years
Rules of Combination:	Learners must gain a minimum of 37 credits from a choice of optional units (200-230, 300-342, 343, 400-408) within groups 1 and 2, of that no more than 18 credits can be taken from group 2 units (200-230 and 400-408). Refer to the overview of units table.
Assessments:	Criterion assessment applies to all units within this qualification (i.e. the learner must adequately evidence each assessment criterion). For further details see the ILM recommended Mark-Sheet for each unit.

Overview of Units

Group 1

Unit Code	Unit Title	Level	CV*	GLH**
8600-300	Solving Problems and Making Decisions	3	2	9
8600-301	Understanding Innovation and Change in an Organisation	3	2	9
8600-302	Planning Change in the Workplace	3	2	9
8600-303	Planning and Allocating Work	3	2	9
8600-304	Writing for Business	3	1	4
8600-305	Contributing to Innovation and Creativity in the Workplace	3	2	9
8600-306	Understanding Customer Service Standards and Requirements	3	2	7
8600-307	Giving Briefings and Making Presentations	3	2	4
8600-308	Understanding Leadership	3	2	6
8600-309	Understand How to Establish an Effective Team	3	1	5
8600-310	Understanding How to Motivate to Improve Performance	3	2	9
8600-311	Developing Yourself and Others	3	2	9
8600-312	Understanding Conflict Management in the Workplace	3	1	4
8600-313	Understanding Stress Management in the Workplace	3	1	7
8600-314	Understanding Discipline in the Workplace	3	1	5
8600-315	Understanding Recruitment and Selection of New Staff in the Workplace	3	2	7
8600-316	Understanding the Induction of New Staff in the Workplace	3	1	3
8600-317	Understanding Training and Coaching in the Workplace	3	2	7
8600-318	Understanding Quality Management in the Workplace	3	2	6
8600-319	Understanding Organising and Delegating in the Workplace	3	1	4
8600-320	Managing Workplace Projects	3	2	7
8600-321	Understanding Health and Safety in the Workplace	3	2	7
8600-322	Understand the Organisation and its Context	3	2	7
8600-323	Understanding Performance Management	3	2	7
8600-324	Understanding Costs and Budgets in an Organisation	3	1	7
8600-325	Understanding How to Manage the Efficient Use of Materials and Equipment	3	2	7
8600-326	Understanding the Communication Process in the Workplace	3	2	7
8600-327	Understanding Negotiation and Networking in the Workplace	3	1	6
8600-328	Understand How to Lead Effective Meetings	3	2	4
8600-329	Understanding Workplace Information Systems	3	1	6
8600-330	Understanding Marketing for Managers	3	1	4
8600-331	Understanding Support Services Operations in an Organisation	3	3	7
8600-332	Understanding Sustainability and Environmental Issues in a Organisation	3	3	10
8600-333	Understanding Procurement and Supplier Management in the Workplace	3	2	7
8600-334	Understanding and Developing Relationships in the Workplace	3	2	8
8600-335	Understand How to Manage Contracts and Contractors in the Workplace	3	2	8
8600-336	Understanding Incident Management and Disaster Recovery in the Workplace	3	2	7
8600-337	Understanding Security Measures in the Workplace	3	2	7
8600-338	Understanding How to Manage Remote Workers	3	2	7
8600-339	Understanding Good Practice in Workplace Coaching	3	3	9
8600-340	Understanding Good Practice in Workplace Mentoring	3	3	9
8600-341	Leading and Motivating a Team Effectively	3	2	7
8600-342	Developing Own Leadership Capability Using Action Learning	3	10	30
8600-343	Understanding Mental Health in the Workplace	3	2	5

Group 2

Unit Code	Unit Title	Level	CV*	GLH**
8600-200	Developing Yourself as a Team Leader	2	1	6
8600-201	Improving Performance of the Work Team	2	1	6
8600-202	Planning and Monitoring Work	2	2	8
8600-203	Developing the Work Team	2	1	6
8600-204	Induction and Coaching in the Workplace	2	2	8
8600-205	Meeting Customer Needs	2	2	6
8600-206	Working Within Organisational and Legal Guidelines	2	1	6
8600-207	Providing Quality to Customers	2	1	6
8600-208	Using Information to Solve Problems	2	1	5
8600-209	Understanding Change in the Workplace	2	2	8
8600-210	Maintaining a Healthy and Safe Working Environment	2	1	8
8600-211	Diversity in the Workplace	2	1	6
8600-212	Using Resources Effectively and Efficiently in the Workplace	2	1	7
8600-213	Communicating with People Outside the Work Team	2	1	6
8600-214	Briefing the Work Team	2	1	6
8600-215	Workplace Communication	2	1	5
8600-216	Workplace Records and Information Systems	2	1	5
8600-217	Business Improvement Techniques	2	2	10
8600-218	Leading Your Work Team	2	2	6
8600-219	Managing Yourself	2	1	4
8600-220	Enterprise Awareness	2	3	18
8600-221	Working with Customers Legally	2	1	5
8600-222	Setting Team Objectives in the Workplace	2	2	6
8600-223	Gathering, Interpreting and Utilising Data in the Workplace	2	1	3
8600-224	Methods of Communicating in the Workplace	2	1	3
8600-225	Satisfying Customer Requirements	2	1	3
8600-226	Understanding Effective Team Working	2	1	3
8600-227	Building an Awareness of Waste Management	2	2	9
8600-228	Effectively Selling to Customers	2	2	7
8600-229	Understanding Sales in the Workplace	2	2	7
8600-230	Developing Yourself as an Effective Team Member	2	3	9
8600-400	Understanding the Management Role to Improve Management Performance	4	4	15
8600-401	Planning and Leading a Complex Team Activity	4	4	6
8600-402	Managing Equality and Diversity in Own Area	4	4	12
8600-403	Managing Risk in the Workplace	4	3	6
8600-404	Delegating Authority in the Workplace	4	3	3
8600-405	Developing People in the Workplace	4	5	21
8600-406	Developing Your Leadership Styles	4	4	10
8600-407	Understanding Financial Management	4	3	12
8600-408	Management Communication	4	4	18

*Credit Value

** Guided Learning Hours

Flexible Assessment – Alternative Ways of Assessing

ILM provides ready-made assessment instruments/vehicles (e.g. assignment tasks) for every unit. **These are not mandatory.** Using ILM's flexible assessment approach, centres can develop their own assessment instruments. Please note this does **not** include changing the criteria, just the method by which they are assessed.

There is a range of alternative methods (please refer to the 'ILM Guide to assessing', currently sections 6 and 7). It might be as minor as adjusting the ILM assignment task to contextualise it to a specific employer/situation. More significantly, a centre might use assessed presentations or professional discussions in order to reduce the writing requirement. However, before using a centre-developed assessment instrument, **you first need approval from your ILM Quality & Compliance Manager.**

Centres are also encouraged to combine the assessment of two or more units into an integrated assignment. This reduces the number of assessments and, with astute choice of units, integration can also reduce the amount of assessment. Any integrated assignment can also be assessed using an alternative method as above.

This of course has implications for the marks. When different sized units are integrated, especially from different levels, calculating marks for each assessment criterion is less than straightforward. Some Centres avoid this by using the separate ILM mark sheets. However this misses some of the benefits. Another option is to not use numerical marks at all and combine the mark sheets and simply mark each criterion as pass/refer.