

## LEVEL 3 QUALIFICATIONS IN FIRST LINE MANAGEMENT

### OVERVIEW

#### Important Notes on New Format of Qualifications

1. This suite of qualifications has been designed in a unit-based format to satisfy customer preferences and in readiness for the developing UK and European credit frameworks. The content is specified in units, each of which has a title, a level, an ILM notional credit rating and a series of learning outcomes and associated assessment criteria.
2. Award, Certificate and Diploma qualifications are specified in terms of the minimum total ILM notional credits required, and indicate the mandatory units with their respective credit values. Optional units may be selected to meet individual or sponsor's needs to reach the total minimum credits required for the qualification.
3. Note that one credit = approximately 10 notional learning hours (nlh). This is defined as the average time it would take a learner to complete the unit. It includes guided learning hours, private study, practical and work-based learning, and assessment.
4. Whilst guidance is provided by indicating a recommended range of the guided learning hours required to deliver each unit, centres should recognise that there can be NO simple formula for the relationship between guided learning and notional learning hours; it is dependent upon the nature of the topic and also the level of the unit.
5. The purpose of each qualification is to enable learners to perform effectively to the level and scope of the qualification as appropriate. Therefore it is ESSENTIAL that the specified minimum number of GLH is provided by the centre for each qualification to fulfil this purpose.
6. The GLH for individual units is provided as guidance to centres in designing programmes. Where induction, tutorial support and selected units sum to less than the programme minimum GLH, this is an opportunity for centres to enrich, reinforce or add value to the programme to ensure the purpose is fulfilled. Alternatively the opportunity may be taken to provide an additional unit.
7. Whilst most learners are likely to opt for the added value associated with full qualifications, Certificates of Unit Credit are available for successful completion of individual units.

### Aims and Objectives

**The ILM Level 3 Award in First Line Management** aims to give practising or potential first line managers the foundation for their formal development in this role. The qualification does this by developing basic management skills and assisting participants in gaining the basic knowledge required at this level.

**The ILM Level 3 Certificate in First Line Management** aims to give practising or potential first line managers the foundation for their formal development in this role. The qualification does this by developing basic management skills and assisting participants in gaining the basic knowledge required by a manager. This qualification builds on the ILM Level 3 Award in First Line Management, and broadens the skills and knowledge in a flexible and practical way. Candidates are not required to undertake the Award as a pre-requisite and may join Certificate programmes directly.

**The ILM Level 3 Diploma in First Line Management** aims to give practising or potential first line managers the widest choice for their formal development in this role. The qualification does this by developing a very wide range of basic management skills and assisting participants in gaining the comprehensive knowledge required by a first line manager. This qualification builds on the ILM Level 3 Award and Certificate in First Line Management, though is more suited to the practising manager, due to the more challenging demands of the programme. Candidates are not required to undertake either the Award or the Certificate as pre-requisites and may join Diploma programmes directly.

## Entry Requirements

There are no formal entry requirements, but participants will:

- normally be either practising or aspiring first line managers with the opportunity to meet the assessment demands, and
- have a background that will enable them to benefit from the programme — which is likely to be Level 2 Key Skills Literacy and Numeracy or their equivalent
- Centres may provide support to intending learners who do not have this level of literacy and numeracy.
- Learners who are sponsored by their employers and those without such sponsorship are equally eligible.

## First Line Manager Profile

- The following profile is provided to assist Centres in advising and recruiting participants on to programmes of an appropriate level. ILM believes that first line managers:
- may engage in some of the tasks performed by their fellow team members, but this is not their primary function
- are practising managers who engage more extensively in managerial tasks in which other team members do not engage
- have a wider span of control, responsibility, authority or power and a greater degree of autonomy than a team leader
- have to make decisions which have some resource implications
- have to initiate actions in relation to the employment of others (eg, be involved in, but not decide about recruitment, decisions or disciplinary matters)
- have to operate with less supervision and control by others
- plan work looking several weeks or months ahead (the team leader's time horizons tends to be days or weeks ahead at most)
- have a greater knowledge than team leaders of specific requirements of customers or suppliers (conversely they are not likely to make decisions about varying terms of trading with customers or suppliers)
- may deal with similar problems to team leaders, but require superior technical knowledge and more subjective judgements that demand understanding of relationships between people working together (this may extend to the relationship between customer or supplier and the employing organisation or other market related criteria).

## QUALIFICATION OVERVIEW

	<b>Award</b>	<b>Certificate</b>	<b>Diploma</b>
Notional credit value	<ul style="list-style-type: none"> <li>Minimum 5 notional credits</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 20 notional credits</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 37 notional credits</li> </ul>
Duration	<ul style="list-style-type: none"> <li>Minimum 34 Glh</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 120 Glh</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 220 Glh</li> </ul>
To be completed within	<ul style="list-style-type: none"> <li>One year</li> </ul>	<ul style="list-style-type: none"> <li>Two years</li> </ul>	<ul style="list-style-type: none"> <li>Three years</li> </ul>
Induction	<ul style="list-style-type: none"> <li>One hour</li> </ul>	<ul style="list-style-type: none"> <li>2 hours</li> </ul>	<ul style="list-style-type: none"> <li>2 hours</li> </ul>
Tutorial support	<ul style="list-style-type: none"> <li>At least 2 hours</li> </ul>	<ul style="list-style-type: none"> <li>At least 4 hours</li> </ul>	<ul style="list-style-type: none"> <li>At least 7 hours</li> </ul>
Structure	<ul style="list-style-type: none"> <li>One mandatory unit with a credit value of 2</li> <li>Optional units with a minimum total credit of 3</li> </ul>	<ul style="list-style-type: none"> <li>Four mandatory units with a combined credit value of 7</li> <li>Optional units with a minimum total credit value of 13</li> </ul>	<ul style="list-style-type: none"> <li>Nine mandatory units with a combined credit value of 13</li> <li>Optional units with a minimum total credit value of 24</li> </ul>
Assessment – mandatory units	<ul style="list-style-type: none"> <li>Work-based Assignment</li> </ul>	<ul style="list-style-type: none"> <li>Work-based Assignment, plus</li> <li>Change Management Report</li> </ul>	<ul style="list-style-type: none"> <li>Work-based Assignment, plus</li> <li>Change Management Report, plus</li> <li>Innovation Project, plus</li> <li>Presentation</li> </ul>
Assessment – optional units*	Depending on the units selected, a choice of <ul style="list-style-type: none"> <li>Work-based assignments,</li> <li>Reflective reviews,</li> <li>Knowledge reviews;</li> <li>Oral presentations,</li> <li>Role-play/scenarios</li> <li>Written reports</li> <li><i>Centre-devised alternatives</i></li> </ul>		

\*Some of these assessment options will only be available as downloads from the ILM web-site

## Delivery Options

- Delivery options may include fully-taught programmes, or blended programmes using a mix of workshops and/or tutorials together with online or text-based distance learning.
- There is NO requirement to deliver the programme in discrete units, provided that all learning outcomes for all selected units are covered by the complete programme.
- Thus programmes can be planned and scheduled to meet a range of circumstances.
- Whilst ILM no longer has a specific requirement for collaborative learning (formerly recommended — possibly as a residential, or extended learning experience), this is still recommended as good practice where feasible. This may be face-to-face or virtual.
- ILM, in collaboration with Elsevier, has produced a fifth edition of Super Series which has been updated and presented in a 'one workbook = one unit' format, using unit titles.
- ILM also validates certain high quality externally produced products which can be used to support its qualifications. Look for the 'validated by ILM' logo, and see website for details.
- Where a centre wishes to use alternative distance learning products, the BM's approval must be gained.

## STRUCTURE OF LEVEL 3 FIRST LINE MANAGEMENT QUALIFICATIONS

Qualification	Notional Credit★	Unit details	Notional Credit
Award	5	M3.01 Solving problems and making decisions	2
		OPTIONAL UNITS to the value of . . .	3
Certificate	20	M3.01 Solving problems and making decisions	2
		M3.02 Understanding change in the workplace	2
		M3.03 Planning change in the workplace	2
		M3.04 Achieving objectives through time management	1
		OPTIONAL UNITS to the value of . . .	13
Diploma	37	M3.01 Solving problems and making decisions	2
		M3.02 Understanding change in the workplace	2
		M3.03 Planning change in the workplace	2
		M3.04 Achieving objectives through time management	1
		M3.05 Writing for business	1
		M3.06 Managing creativity and innovation in the workplace	1
		M3.07 Obtaining information for effective management	2
		M3.08 Managing customer service	1
		M3.09 Giving briefings and making presentations in the workplace	1
		OPTIONAL UNITS to the value of . . .	24

★Credit – One credit is equivalent to 10 hours of NLT

## LIST OF LEVEL 3 FIRST LINE MANAGEMENT UNITS

Ref	Unit Title	Glh Mid pt	Rec'd Glh range	Notional Credit Value	Award	Certificate	Diploma
M3.01	Solving problems and making decisions	11	10 - 12	2	M	M	M
M3.02	Understanding change in the workplace	11	10 - 12	2		M	M
M3.03	Planning change in the workplace	11	10 - 12	2		M	M
M3.04	Achieving objectives through time management	7	6 - 8	1		M	M
M3.05	Writing for business	6	5 - 7	1			M
M3.06	Managing creativity and innovation in the workplace	7	6 - 8	1			M
M3.07	Obtaining information for effective management	10	9 - 11	2			M
M3.08	Managing customer service	7	6 - 8	1			M
M3.09	Giving briefings and making presentations in the workplace	6	5 - 7	1			M
M3.10	Introduction to leadership	6	5 - 7	2			
M3.11	Building the team	5	4 - 6	1			
M3.12	Motivating to perform in the workplace	10	9 - 11	2			
M3.13	Developing yourself and others	11	10 - 12	2			
M3.14	Managing conflict in the workplace	4	3 - 5	1			
M3.15	Managing stress in the workplace	8	7 - 9	1			
M3.16	Managing the employment relationship	7	6 - 8	2			
M3.17	Recruiting, selecting and inducting new staff in the workplace	10	9 - 11	3			
M3.18	Coaching and training your work team	7	6 - 8	2			
M3.19	Providing quality to customers	6	5 - 7	2			
M3.20	Planning to work efficiently	6	5 - 7	2			
M3.21	Organising and delegating	6	5 - 7	1			
M3.22	Managing projects	7	6 - 8	2			
M3.23	Managing health and safety at work	10	9 - 11	3			
M3.24	Understanding organisations in their context	13	12 - 14	2			
M3.25	Understanding culture and ethics in organisations	7	6 - 9	2			
M3.26	Managing performance	6	5 - 7	1			
M3.27	Working with costs and budgets	7	6 - 8	1			
M3.28	Managing the efficient use of materials	6	5 - 7	1			
M3.29	Managing the effective use of equipment	6	5 - 7	1			
M3.30	Understanding the communication process in the workplace	6	5 - 7	1			
M3.31	Influencing others at work	6	5 - 7	1			
M3.32	Communicating one-to-one at work	9	8 - 10	1			
M3.33	Effective meetings for managers	4	3 - 5	2			
M3.34	Understanding workplace information systems	6	5 - 7	1			
M3.35	Marketing for managers	4	3 - 5	1			