



DEPARTMENTAL MANAGER

Typical job titles:

Facilities Manager, Quality Manager, Continuous Improvement Manager, Production Manager, Warehouse Manager, Logistics Manager, Finance Manager, ICT Manager

ILM LEVEL 4 AWARD/CERTIFICATE IN LEADERSHIP & MANAGEMENT

This qualification programme is specifically designed for department heads, regional team leaders and other middle management roles. It comprises units that will train, develop and support your managers with the personal qualities and technical skills to be an effective manager.

Michaela Cozens

Managing Director
GEL Training Ltd

Contents

Introduction	2
Typical learner role	2
Structure.....	3
Level 4 Award.....	3
Level 4 Certificate	3
Costs:	3
Learner Initial Assessment.....	4
Assessment of the qualification	4
Evidence sources.....	4
Learning Outcomes (LO):.....	5
Induction.....	5
Self-awareness & emotional intelligence	5
Understand the management role to improve management performance	5
Understanding the organisational culture and context	5
Developing a culture to support innovation and improvement	5
Solving problems by making effective decision in the workplace.....	6
Managing and implementing change in the workplace	6
Managing risk in the workplace	6
Assessment Criteria (AC):	7
Access arrangements, reasonable adjustments and special consideration	10
Additional units available to add to the programme (if required).....	10
Progression Routes:	10

Introduction

This qualification programme is specifically designed for department heads, regional team leaders and other middle management roles. It comprises units that will train, develop and support your managers with the personal qualities and technical skills to be an effective manager. The programme design includes the following themes:

- Personal effectiveness and emotional intelligence
- Supporting and embedding organisational culture
- Innovation and continuous improvement
- Managing and implementing change
- Managing projects and stakeholders

Typical learner role

These qualifications are primarily for new and aspiring middle managers and help learners really get to grips with their role, gain comprehensive business knowledge and develop the technical skills they need to lead effectively at this level.

The **Award (2 units)**: Stretches the learner to develop and review advanced management and interpersonal skills to achieve organisational goals and identify areas for self-development. This is ideal for learners seeking a shorter course, this qualification has been designed to engage and motivate and could lead to further learning at Level 4.

The **Certificate (6 units)**: offers learners a solid foundation in leadership and management topics at this level, with the flexibility to tailor their learning journey to suit specific interests and experience. Designed to support smooth progression to further Level 4 study or progression on to Level 5, the qualification focuses on technical skills that can be evidenced through everyday activities, making it both achievable and manageable alongside existing workloads.

The **Diploma (11 units)**: offers the most comprehensive coverage of leadership and management topics at this level, with the depth needed to support progression to Level 5 study. Its strong emphasis on managing complex cross-departmental activities makes it suitable for heads of department. The qualification's flexible structure allows learners to tailor their pathway by selecting optional units that reflect their specific roles, interests and career aspirations.

In their daily work, an employee at this level could lead various internal departments, including operations, human resources, finance, legal, IT, sales, and marketing. This role also involves interaction with external stakeholders such as customers, contractors, clients, and suppliers. It may include off-site and hybrid working.

An employee in this occupation is responsible for supporting team members and workplace projects; planning and monitoring workloads and resources; resolving problems; and building relationships both internally and externally.

They typically manage a departmental budget and manage the performance of others by collecting and interpreting data to identify trends, analysing resources, and innovate and manage change to save money and improve efficiency.

Structure

Level 4 Award

Unit no.	Unit Title	Credit Value	No. of training sessions
Induction			1 half-day
DiSC	Developing self-awareness and emotional intelligence		1 half-day
400	Understand the management role to improve management performance	4	3 half-days
418	Understanding the organisational culture and context	6	3 half-days

Level 4 Certificate

Unit no.	Unit Title	Credit Value	No. of training sessions
Induction			1 half-day
DiSC	Developing self-awareness and emotional intelligence		1 half-day
400	Understand the management role to improve management performance	4	3 half-days
418	Understanding the organisational culture and context	6	3 half-days
427	Developing a culture to support innovation and improvement	3	2 half-days
416	Solving problems by making effective decisions in the workplace	3	2 half-days
417	Managing and implementing change in the workplace	6	1 half-day
403	Managing Risk in the workplace	3	1 half-days

Costs:

Below are the costs **per learner**:

- Induction (free of charge)
- Training Programme:
 - Award Qualification (7 half-days) £957.60+VAT or
 - Certificate Qualification (13 half-days) £1,679.60+VAT
- DiSC Management Report £125+VAT
- ILM Registration Award £123 (no VAT) or Certificate £171 (no VAT)

For an **in-house programme of 6 learners**, the training programme cost is reduced to:

- Award Programme £909.72+VAT or
- Certificate Programme £1,595.62+VAT

This represents a 5% discount on the training days. DiSC & ILM registration costs remain as above.

Learner Initial Assessment

An initial assessment of each learner will be made before the start of their programme to identify:

- if the learner has any specific training needs
- any support and guidance they may need when working towards their qualification
- any units they have already completed or credit they have accumulated which is relevant to the qualification
- the appropriate type and level of qualification.

Assessment of the qualification

Candidates will complete a portfolio of evidence to demonstrate that they have achieved the required competency. Units are assessed through the portfolio of evidence. All evidence in the portfolio for the skills learning outcomes must be generated in the workplace or a realistic working environment.

Evidence sources

A portfolio of evidence will typically include several pieces of evidence – it must contain sufficient evidence to demonstrate the knowledge and skills required for each appropriate unit.

Evidence sources may include:

- workplace documentation or records e.g. team development plans, project
- implementation reports, meeting agendas/minutes, training materials.
- video clips (maximum duration = 15 minutes)
- projects
- reflective accounts/journals/logs
- assessment observation
- witness testimonies.

This is not a definitive list; other evidence sources are permitted. The evidence provided must be valid and attributable to the candidate.

Learning Outcomes (LO):

Induction

This session is designed to help the learner fully understand the requirements of the qualification, their responsibilities as a learner and the support, guidance and responsibilities of GEL (the training provider).

Learners will be provided to a login of GEL's Virtual Learning Platform, Totara, where copies of the training workbooks, handouts and PowerPoint slides will be available. There will also be additional resources, further reading recommendations and quizzes on this platform.

Self-awareness & emotional intelligence

Learners will complete a DiSC Management questionnaire, and a personalised report will be given to them during this session.

- The concept of self-awareness
- Potential impact of behaviour on others
- Adapting behaviour to improve the impact on others
- Emotional intelligence in leadership

Understand the management role to improve management performance

- LO1 Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals
- LO2 Understand how communication and interpersonal skills affect managerial performance in the workplace
- LO3 Be able to assess personal development opportunities to improve own managerial performance

Understanding the organisational culture and context

- LO1 Understand the culture and context of the organisation
- LO2 Understand own ability to function within organisational culture and ethical norms

Developing a culture to support innovation and improvement

- LO1 Understand an organisation's culture
- LO2 Understand the importance of values in underpinning the culture for innovation and improvement
- LO3 Understand the roles of different functions in supporting innovation and change
- LO4 Know how to develop a culture that supports the growth and implementation of ideas
- LO5 Understand the importance of risk management in creating a culture that supports creativity and innovation
- LO6 Understand the important role of communication during the innovation process

Solving problems by making effective decision in the workplace

- LO1 Be able to analyse a complex problem in the context of the workplace
- LO2 Be able to apply decision making techniques when assessing possible solutions
- LO3 Be able to plan how you will implement the solution

Managing and implementing change in the workplace

- LO1 Understand the reasons for change in an organisation
- LO2 Be able to manage and implement change in the workplace

Managing risk in the workplace

- LO1 Understand the importance of managing risks in the workplace
- LO2 Be able to identify and manage risks in own area of responsibility

See assessment criteria overleaf

Assessment Criteria (AC):

Understand the management role to improve management performance

- LO1 Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals
 - AC1.1 Describe the goals and objectives of your organisation
 - AC1.2 Evaluate the specific responsibilities of middle managers in enabling your organisation to achieve its goals
- LO2 Understand how communication and interpersonal skills affect managerial performance in the workplace
 - AC2.1 Evaluate how interpersonal and communication skills affect managerial performance
 - AC2.2 Evaluate strategies to overcome barriers to effective managerial communication and interpersonal skills
- LO3 Be able to assess personal development opportunities to improve own managerial performance
 - AC3.1 Assess own knowledge, skills and behaviour, and their effect on own managerial performance
 - AC3.2 Identify areas for personal development to improve own managerial performance
 - AC3.3 Produce a personal development plan to improve own managerial performance

Understanding the organisational culture and context

- LO1 Understand the culture and context of the organisation
 - AC1.1 Evaluate the organisation within its broader environment using appropriate environmental and organisational analysis techniques
 - AC1.2 Examine the implications of the policies, procedures and legal requirements that are relevant to your area of work
 - AC1.3 Evaluate the cultural and ethical behaviour present in the organisation
- LO2 Understand own ability to function within organisational culture and ethical norms
 - AC2.1 Evaluate own cultural and ethical behaviour in relation to the organisation
 - AC2.2 Propose how to uphold the ethical standards across the organisation

Developing a culture to support innovation and improvement

- LO1 Understand an organisation's culture
 - AC1.1 Describe the underlying culture within the organisation
 - AC1.2 Explain how this influences the management style and team structure
 - AC1.3 Explain own responsibility in promoting the organisation's vision and helping to shape the culture
- LO2 Understand the importance of values in underpinning the culture for innovation and improvement

- AC2.1 Explain how your own values and beliefs affect how you deal with change and innovation
- AC2.2 Explain own responsibility to manage your personal behaviour, actions and words to reinforce an innovation and change culture
- AC2.3 Explain the importance of being aware of other's needs, feelings and motivations to minimise the resistance to change and innovation
- **LO3 Understand the roles of different functions in supporting innovation and change**
 - AC3.1 Identify possible tasks of the innovator during the innovation process
 - AC3.2 Explain the role of managers during the innovation process
 - AC3.3 Explain the role of senior members of the organisation in defining the strategy for innovation and encouraging potential innovation activity
- **LO4 Know how to develop a culture that supports the growth and implementation of ideas**
 - AC4.1 Describe how to encourage individuals to think innovatively and contribute ideas in the workplace
 - AC4.2 Explain the importance of giving constructive feedback to innovators in order to sustain their energy and input
 - AC4.3 Explain how to provide the support and guidance needed to implement ideas
- **LO5 Understand the importance of risk management in creating a culture that supports creativity and innovation**
 - AC5.1 Describe how to recognise and manage risk in innovation
 - AC5.2 Explain how to develop the organisational culture so that people are risk aware but prepared to take acceptable risks in undertaking activities
 - AC5.3 Explain the importance of communicating information on identified risks to relevant people across the organisation
 - AC5.4 Explain the need to comply with legal requirements, industry regulations, organisational policies and professional codes when dealing with innovation activity
- **LO6 Understand the important role of communication during the innovation process**
 - AC6.1 Explain the importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activity
 - AC6.2 Explain the purpose of an elevator pitch to secure sponsorship for innovation ideas
 - AC6.3 Describe the key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work team
 - AC6.4 Explain the importance of communicating outcomes of innovation activities to maintain momentum and interest

Solving problems by making effective decision in the workplace

- **LO1 Be able to analyse a complex problem in the context of the workplace**
 - AC1.1 Define a complex problem in the workplace including its scope and impact
 - AC1.2 Analyse information on the identified problem, to help inform the decision-making process
- **LO2 Be able to apply decision making techniques when assessing possible solutions**
 - AC2.1 Propose a range of alternative solutions to the problem
 - AC2.2 Using a decision-making technique, evaluate a range of solutions to identify the most appropriate option
- **LO3 Be able to plan how you will implement the solution**
 - AC3.1 Develop a detailed plan for implementing the solution
 - AC3.2 Communicate the plan to relevant stakeholders
 - AC3.3 Assess appropriate monitoring and review techniques to ensure successful implementation of solution

Managing and implementing change in the workplace

- **LO1 Understand the reasons for change in an organisation**
 - AC1.1 Explain reasons why organisations continually need to change
 - AC1.2 Conduct an environmental and organisational analysis, to identify possible areas for change in own organisation
- **LO2 Be able to manage and implement change in the workplace**
 - AC2.1 Identify an opportunity for change, arising from an environmental and organisational analysis (12 marks)
 - AC2.2 Assess the benefits and risks of implementing the identified opportunity for change (20 marks)
 - AC2.3 Develop a change implementation plan including details of how you will monitor and review the implementation of change (24 marks)

Managing risk in the workplace

- **LO1 Understand the importance of managing risks in the workplace**
 - AC1.1 Evaluate relevant laws and legislation relating to risk management in own area of responsibility
 - AC1.2 Evaluate internal policies relating to the management of risk in own area of responsibility
- **LO2 Be able to identify and manage risks in own area of responsibility**
 - AC2.1 Conduct a risk assessment within the context of own workplace
 - AC2.2 Propose how to minimise identified risks in own workplace
 - AC2.3 Explain how identified risks will be continuously monitored and reviewed

Access arrangements, reasonable adjustments and special consideration

City & Guilds (ILM) has considered the design of these qualifications and their assessments in order to best support accessibility and inclusion for all learners. City & Guilds (ILM) understands, however, that individuals have diverse learning needs and may require reasonable adjustments to fully participate. Reasonable adjustments, such as additional time or alternative formats, may be provided to accommodate learners with disabilities and support fair access to assessment.

Access arrangements are adjustments that allow candidates with disabilities, special educational needs, and temporary injuries to access the assessment and demonstrate their skills and knowledge without the need for changing the demands of the assessment. These arrangements must be made before assessment takes place.

The Equality Act 2010 requires City & Guilds (ILM) to make reasonable adjustments where a disabled person would be at a substantial disadvantage in undertaking an assessment. It is the responsibility of the training provider (GEL) to ensure at the start of a programme of learning that candidates will be able to access the requirements of the qualification.

Special consideration is a post examination adjustment to a candidate's mark or grade to reflect temporary injury, illness or other indisposition at the time of the examination/assessment.

Additional units available to add to the programme (if required)

The units below can be added to the programme schedule and learners can achieve the **ILM Level 4 Diploma in Leadership & Management** by completing all unit assessments.

Unit no.	Unit Title	Credit Value	No. of training sessions
401	Planning and leading a complex team activity	4	2 half-days
404	Delegating authority in the workplace	3	1 half-day
408	Management communication	4	3 half-days
412	Managing meetings	3	2 half-days
407	Budgetary planning and control	3	2 half-days

Progression Routes:

The Level 4 Certificate qualification allow learners to progress in their career or to the following ILM qualifications:

- Level 4 Diploma in Leadership and Management
- Level 5 Award in Operational Management
- Level 5 Certificate in Operational Management
- Level 5 Diploma in Operational Management
- Level 5 Extended Diploma in Operational Management