

ILM Level 3 Certificate in First Line Management

Introduction

The Institute of Leadership and Management (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. This role can be in the workplace or in a voluntary role, but you must have a real management responsibility, as the assessment is dependent on you being able to record and reflect on improvement in your management practice.

The Certificate is for those people who are likely to become first line managers or who are already in post but have had little or no formal training.

The qualification has two main aims; to develop basic management skills and to assist participants in gaining the basic knowledge required by a manager.

What will you learn?

By the end of the course you will have:

- A clear understanding of the role of the Leader and Manager and an opportunity to identify where they can develop the effectiveness of their personal leadership style.
- An understanding of the importance of leadership in relation to achievement of objectives.
- A range of influence styles and strategies that can be used in all situations, so they always have an effective game plan for gaining the commitment of others.
- The skill to recognise the feelings and emotions that shape both their behaviour and that of others, so they can gain a true insight into how others feel and how their behaviour impacts on the thoughts and behaviours of those with whom they work.
- Understanding of the main focuses of highly effective managers, allowing them to maintain group output, morale and effectiveness.
- The ability to analyse the complex web of relationships and interactions they encounter on a daily basis, and recognise what motivates themselves and others.

- The skills to develop teamwork through a focus on the strengths of each individual in the team. Techniques that build and maintain strong team performance.

Who is this course aimed at?

The following profile for a first line manager has been developed by ILM to help you identify if you are at the right level in your organisation in terms of the tasks, duties and responsibilities to take on this course. You may be working towards such a position within an organisation and this is not a problem in undertaking this Certificate.

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 (e.g., 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)

What are the entry requirements? (If applicable)

There are no formal entry requirements, but participants will:

- normally be either practising or aspiring first line managers, this can be as a volunteer or paid member of staff, 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



How is it taught?

The Certificate will be taught throughout the academic year 2009/10, starting in October 2009 and finishing in July 2010 and consists of 120 hours of guided learning during that time, excluding assessment. The Certificate will be taught across 8 residential short courses (see details below) with the first course also providing for induction to ILM and the way the Certificate will be delivered at Fircroft.

A wide variety of teaching will be undertaken in that time including; individual and group work, group discussion and debate, set tasks and exercises, simulations and role play, as well as tutor input, your own research and background reading.

Throughout the course there will be opportunities for individual tutorials which will be used to assess your progress and identify how the learning is being applied. These will also give an opportunity for reflection on your future personal and professional development.

There are 12 units that will be studied, four of which are mandatory under the ILM structure for the Certificate and a further 8 which have been selected to give a range of experience and knowledge to support first line management development. The units chosen are:

Ref:	Unit Title	Ref	Unit Title
M3.01	Solving problems and making decisions (M)	M3.10	Developing yourself and others
M3.02	Understanding change in the workplace (M)	M3.17	Recruiting, selecting and inducting new staff in the workplace
M3.03	Planning change in the workplace (M)	M3.22	Managing projects
M3.04	Achieving objectives through time management (M)	M.26	Managing performance
M3.10	Introduction to leadership	M.33	Effective meetings for managers
M3.11	Building the team	M.35	Marketing for managers

How will you be assessed?

Assessment is via a mixture of Work-Based Assignments, Reflective Reviews, Presentation and a Change Management Report. Clear guidance will be given when these are set indicating the learning outcomes that are being assessed across the units above. All assignments must be passed in order to achieve the full Certificate.

What will you achieve?

Following internal and external verification of your work, you will receive credits and certification for each unit you successfully complete. The course is designed to give you the minimum 21 credits which will trigger the full **ILM Level 3 Certificate in First Line Management**.



Who are the tutors?

The tutoring will be shared by three experienced tutors. Jean Garner is an independent trainer and consultant working within the voluntary and community sector for many years, experienced at delivering ILM management courses in a variety of settings. Iain Sharp is a senior lecturer at Fircroft College specialising in the organisation development of voluntary and community organisations, their staff and volunteers. Michael Conway-Jones is a lecturer at Fircroft College specialising in areas of leadership and management, project and change management.

When does it run?

The certificate is being delivered over 8 residential short courses at Fircroft College. All courses run mid-week and last for two nights, except for part 3 which is a week long residential.

1	M3.10	Introduction to leadership	Mon-Wed 19-21 October 2009 (Start time 10.00am)
	M3.13	Developing yourself and others	
2	M3.01	Solving problems and making decisions	Mon-Wed 23-25 Nov 2009
3	M3.02	Understanding change in the workplace	Mon-Fri 11-15 Jan 2010
	M3.03	Planning change in the workplace	
	M3.04	Achieving objectives through time management	
4	M3.11	Building the team	Mon-Wed 22-24 Feb 2010
	M3.26	Managing performance	
5	M3.17	Recruiting, selecting and inducting new staff in the workplace	Mon-Wed 22-24 Mar 2010
6	M3.22	Managing projects	Wed-Fri 28-30 Apr 2010
7	M3.35	Marketing for managers	Wed-Fri 02-04 Jun 2010
8	M3.33	Effective meetings for managers	Wed-Fri 07-09 Jul 2010

Is there a cost?

The cost for the Certificate is £630. This covers all tuition fees, registration with ILM for one year, ILM fees relating to the certification of each unit achieved and the overall Certificate, all accommodation, food teaching and course materials.

How can you apply?

From our experience of running multi-part programmes such as this we have found that the best experience comes from building, as far as possible, a single cohort of students who plan to undertake all the elements of the Certificate. It is also very beneficial to seek to build a cohort which is diverse in terms of the backgrounds and experience of individuals and the types of organisation represented.

Before making an application to undertake the Certificate it is strongly recommended you attend, if possible, one of the information sessions that has been organised to provide you with an opportunity to find out more about the Certificate, visit the College and meet the tutors. This will also be an opportunity for you and us to decide if the Certificate is the right type of learning for you at this time.

Information session times:

Thursday 30 th July	11.00am -12.30pm
Wednesday 12 th August	11.00am – 12.30pm
Tuesday 8 th September	5.30pm – 7.00pm

If you wish to come to any one of the sessions please contact the Short Course Office and on 0121 472 0116, and speak to Yvonne Godwin or Sue Howell or email: shortcourses@fircroft.ac.uk

If you cannot attend one of the information sessions you will need to complete a pre-course questionnaire as well as discuss your plans with Iain Sharp the lead tutor for this certificate. You can obtain a pre course questionnaire from Iain at Iain.sharp@fircroft.ac.uk or ring 0121 472 0116.

If you wish to discuss any aspect of the Certificate, before considering making an application please contact Iain on the above number or email address.

