



Institute for Apprenticeships & Technical Education

Apprenticeship builder

Draft: proposal to develop an occupational standard for an apprenticeship

This submission

Unique occupational standard reference number:
ST0480

Trailblazer Group Reference Number:
TB0233

Does this standard have core and options?
No

Is this proposal a resubmission?:
No

Would your proposed apprenticeship standard
replace an existing framework?
No

Target date:
31/07/2020

Title of Occupation:
Senior Leader

Name of Trailblazer Group:
Leadership & Management

Rationale for target date:
To have a revised standard approved for delivery ready for a starts intake from
September 2020 onwards.

Occupational profile

This occupation is found in...

small, medium and large organisations in the public, private or third sectors. Senior Leaders are a key component of virtually all types of businesses where there is a workforce and other resources to lead and manage.

The broad purpose of the occupation is...

to provide strategic leadership and direction for the team or organisation. They lead, manage and direct a section or business unit of their organisation. Typically, their main purpose is to set, manage and monitor achievement of core objectives which are aligned to the overall strategic objectives of their organisation. In a smaller organisation they are also likely to contribute to the execution and achievement of objectives. A senior leader influences at a board or higher organisational level, setting the culture and tone across their area of responsibility. They have responsibility for resources needed to meet the organisational requirements and mitigation of risk. They work in varied environments including in an office, onsite, or remotely and demonstrate a high level of flexibility and adaptability to meet the needs of the organisation. At this level, Senior Leaders are ambassadors for their organisations and will typically have wide-ranging networks and will interact with a wide range of internal and external stakeholders.

In their daily work, an employee in this occupation interacts with...

internal stakeholders such as their team, other senior leaders/managers, support services (for example: finance, marketing, HR) and project groups.

External stakeholders may include statutory/regulatory bodies, supply chains, project/steering groups, customers/clients.

As a senior leader, depending on the size of their organisation, they are likely to be responsible to, and report results to, a board, trustees, shareholders, executive team or other senior management of the organisation.

An employee in this occupation will be responsible for...

- Setting direction and vision, providing a clear sense of purpose for their area of responsibility.
- Identifying longer-term opportunities and risks using data from internal intelligence sources and external influences.
- Developing ethical, innovative and supportive cultures that enable the delivery of results.
- Resources that may include budget, people, assets and facilities
- Providing clear and inclusive leadership
- Senior management responsibility, which can include formal governance/director responsibilities.
- Staying up to date with technological changes within the industry and champion the use of IT.

Typical job titles used for this occupation...

Senior Leader, Section Leader, Executive, Director, Chief Operating Officer, Chief Financial Officer, Chief Executive Officer, Chief Information Officer, Senior Military Officer, HE Registrar and Head of Department/Faculty.

Duties

Occupation duties

Duty	Days required to complete off the job training for this duty
Duty 1: Lead on the development and review of operational policies and practices to ensure they are aligned to the needs of the organisation. Critically evaluate operational practices to ensure they are fit for purpose and review as appropriate.	
Duty 2: Cultivate and maintain collaborative relationships with key senior internal and external stakeholders	
Duty 3: Make decisions about organisational resource requirements, taking into account budgets, people, and technology, using strategic insight and reliable evidence	
Duty 4: Set the overall strategic direction of the company in partnership the board, encouraging employees buy into the organisation's vision.	
Duty 5: Lead and influence agreed projects to deliver organisational strategy such as change programmes, diversification, new product implementation, and customer experience improvement.	
Duty 6: Lead the design and implementation of the communication strategy.	
Duty 7: Lead people development including talent management, succession planning, workforce design and setting the direction for the workforce skills strategy for the future.	
Duty 8: Represent their organisation through attending events such as project groups, steering boards and sector events, negotiating and influencing others to further the best interests of their organisation.	
Duty 9 Ensure that their area of work is compliant with internal governance, such as meeting the requirements of any assurance framework; and external governance requirements including regulatory and statutory responsibilities.	

Duty 10: Report to the board on the progress of operational activities towards achieving business goals.	
Duty 11 Work with members of the organisation on business projects establishing a culture of continuous business improvement	
Duty 12 Proactively keep up to date with external trends and developments, both in their sector and wider context and take responsibility for the development of their team, managers and leaders, including providing coaching and mentoring where appropriate.	
Duty 13 Stay up to date with technological changes within the industry and champion the use of IT to support business efficiency.	
Duty 14 Stay up to date with and interpret relevant legislation and regulation, ensuring that the organisation and its policies remain compliant with regulatory and statutory changes.	
Duty 15 Lead on the identification, management and monitoring of risks and opportunities which could affect business/department performance.	

Additional information

Proposed Route:

Business and Administration

Typical duration of apprenticeship (months):

24

Proposed occupational Level:

7

What is the Standard Occupational Code (SOC) for the occupation?

1139 - Functional managers and directors n.e.c.

Does professional recognition exist for the occupation?

Yes

KSBs

Knowledge

K1: How to shape organisational vision, culture and values.

K2: Organisational structures; business modelling; diversity; global perspectives; governance and accountability; the external environment, social, technological and policy implications.

K3: New market strategies, changing customer demands and trend analysis.

K4: Innovation; the impact of disruptive technologies (mechanisms that challenge traditional business methods and practices); drivers of change and new ways of working across infrastructure, processes, people and culture and sustainability.

K5: Systems thinking, knowledge/data management, and programme management.

K6: Ethics and values based leadership; regulatory environments, legal, H&S and well-being and compliance requirements; corporate social responsibility; risk management, environmental impact and cyber security.

K7: Competitive strategies and approaches to effective decision making, and the use of big data and insight to implement and manage change.

K8: Financial strategies including scenarios, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and non- financial information.

K9: Financial governance and legal requirements, and procurement strategies.

K10: Organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures.

K11: Approaches to strategic workforce planning including talent management, learning organisations, workforce design, succession planning, diversity and inclusion.

K12: Large scale and inter-organisational influencing and negotiation strategies.

K13: The external political environment and use of diplomacy with diverse groups of internal and external stakeholders.

K14: Working with board and company structures.

K15: Brand and reputation management.

Skills

S1 Use horizon scanning and conceptualisation to deliver high performance strategies focusing on growth/sustainable outcomes.

S2 Sets a clear agenda and gains support from key stakeholders.

S3 Undertake research, and critically analyse and integrate complex information.

S4 Initiates and leads change in the organisation, creates environment for innovation and creativity, establishing the value of ideas and change initiatives and drives continuous improvement.

- S5** Manage conflict. Manages partnerships, people and resources effectively, and measures outcomes.
- S6** Acts where needed as a Sponsor, championing projects and transformation of services across organisational boundaries.
- S7** Challenges strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management.
- S8** Application of principles relating to Corporate Social Responsibility, Governance, Regulatory compliance.
- S9** Drives a culture of resilience and supports development of new enterprise and opportunities.
- S10** Oversees financial strategies/management, results and setting organisational budgets, and challenges financial assumptions underpinning strategies. Is accountable for decisions based on relevant information e.g. Key Performance Indicators/scorecard.
- S11** Uses financial data to allocate resources.
- S12** Oversees procurement, supply chain management and contracts.
- S13** Uses personal presence and “storytelling” to articulate and translate vision into operational strategies, demonstrating clarity in thinking and using inspirational communication.
- S14** Creates an inclusive culture, encouraging diversity and difference.
- S15** Gives and receives feedback at all levels, building confidence and developing trust, and enables people to take risks.
- S16** Enables an open and high performance working and sets goals and accountabilities for teams and individuals.
- S17** Leads and influences people, building constructive working relationships across teams, using matrix management where required.
- S18** Ensures workforce skills are utilised, balancing people and technical skills and encouraging continual development.
- S19** Manages complex relationships across multiple and diverse stakeholders.
- S20** Builds trust and rapport, with ability to positively challenge.
- S21** Leads beyond area of control/authority, and able to influence, negotiate and use advocacy skills to build reputation and effective collaborations.

Behaviour

- B1:** Leads by example - Has high levels of self-awareness, emotional and social intelligence, empathy and compassion, and able to identify mental well-being in others. Works collaboratively enabling empowerment and delegation. Acts with humility and authenticity, is credible, confident and resilient.
- B2:** Judgement and challenge - Takes personal accountability aligned to clear values. Demonstrates flexibility and willingness to challenge when making decisions and solving problems. Instils confidence demonstrating honesty, integrity, openness, and trust.
- B3:** Courage and curiosity - Is confident and brave, willing to innovate, seeks new ideas and looks for contingencies. Manages complexity and ambiguity, comfortable in uncertainty, and is pragmatic.
- B4:** Valuing difference - Engaging with all – is ethical and demonstrates inclusivity, recognising diversity, championing, and enabling cultural inclusion. Empowers and motivates to inspire and support others.
- B5:** Professional - Reflects on own performance, demonstrates professional standards in relation behaviour and ongoing development. Advocates the use of good practice within and outside the organisation.

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Please select the end-point assessment method/s likely to be used to assess competence against the KSBs as a whole:

Project based Presentation based Discussion based

Qualifications & professional recognition

English and Maths qualifications

Level 3 and above apprenticeships

Level 3 and above apprenticeships Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Other mandatory qualifications

Does the apprenticeship include any mandated qualifications in addition to the above-mentioned English and maths qualifications?

No

Entry requirements

Are there any statutory/regulatory or other typical entry requirements?:

No

Professional recognition

Does this standard align to any professional recognition?

Yes

Please specify which Professional Body or Bodies recognise this standard and at what level

Professional Body 1: Chartered Management Institute - Fellow or Chartered Manager member status depending on years of management experience

Professional Body 2: Institute of Leadership and Management - Membership or Fellowship subject to the requisite management experience

Uploads - letter from each Professional Body confirming alignment (and, if relevant, confirming any specified mandated qualification is needed)

Consultation

Consultation Summary