



ILM Level Three Award
Managing People with Confidence
Candidate Information Pack

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This document details all of the information relating to Stericycle, Thornfields and Institute of Leadership and Management Level 3 Award

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Introduction to SRCL Ltd

Stericycle is a compliance company that specialises in collecting and disposing regulated substances, such as medical waste and sharps, pharmaceuticals, confidential waste, hazardous waste, and providing services for recalled and expired goods. It also provides related education and training services, and patient communication services. The company was founded in 1989 and is headquartered in Lake Forest, Illinois, with many more bases of operation around the world, including toxic waste incinerators in Utah and North Carolina.

SRCL is the UK's leading healthcare waste services provider and holds the accreditation for the delivery of ILM programmes.

Part of Stericycle Inc. which provides healthcare services to over half a million customers worldwide, SRCL has grown significantly in the UK over the past 10 years.

We have continued to grow our business and provide a range of services to a diverse group of customers within the public and private sector.

We have also invested in an extensive network and continually embrace new techniques and technology that makes our operation greener.

Although our origins are in healthcare waste, the SRCL Group now offers much more, such as: patient transport, patient communications, healthcare courier services, compliance tools and training.

Commercial Training

Thornfields is the commercial training arm of the organisation and delivers training and development programmes to external clients, mainly in the Primary Care Sector. Thornfields has been an accredited ILM Centre for over 20 years and has delivered Level 3 and Level 5 Leadership and Management courses for many years. The portfolio has now expanded with the addition of the ILM 5 Certificate to accommodate the changing NHS Landscape.

This division has two full time trainers as well as a team of vastly experienced training associates.

Our Training Solutions

For all our internal and external courses, our aim is to offer a range of blended learning solutions to best suit the individual requirements of our customers or service users. These options may include:

- Coaching and mentoring
- Leadership and development programmes
- Consultancy and Facilitation
- Training Needs Analysis
- On-site training
- Online training and webinars
- Workshops & Seminars

ILM Information

The Institute of Leadership & Management (ILM) is an awarding body which aims to build leadership and management at the individual, team and organisational levels. ILM provides managers in every sector and at every level with the active support they need to advance in management. This support takes a variety of forms, leading to nationally recognised qualifications, ILM Membership and access to learning support packages.

As part of the City & Guilds Group, ILM represents a strategic initiative to support excellence in leadership and management. ILM has a network of 2000 accredited Centres in the UK and internationally which are a combination of private trainers, colleges, universities and companies running in-house training programmes. These Centres are specialists in delivering a range of programmes for existing and aspiring team leaders and managers. Their extensive support network of Regional/National Managers, External Verifiers and staff ensure that accredited Centres, candidates and members receive a high level of on-going help and advice.

Course Information

Award - Leadership and Management Level 3

In order to achieve this you must achieve the following criteria and successfully complete the coursework.

- Attend all five training workshops
- Participate fully in each session including discussions, exercises and reflective elements
- Complete 4 Assessment Exercises chosen to support the modules being studied on the programmed
- The assessments all need to be submitted at the end of the programmed and support will be given by the course tutor throughout the programmed.
- The assessments relate to the material and topic areas covered on days 2,3,4 and 5
- Full details will be given on the content and requirements for them

Entry Requirements

The ILM Level 3 Award in Leadership & Management (Managing People with Confidence) 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.

There are no formal entry requirements but participants will:

- Normally be either practising or aspiring middle 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
- Candidates with special learning needs or requirements will be fully supported to attend and successfully complete the programme in line with the SRCL equality Guidelines.

ILM Membership

All registered candidates automatically become studying members of the ILM for one year, free of charge, and can enjoy a range of member benefits accessible through the ILM website. Studying members are encouraged to upgrade to the appropriate professional grade of membership to enjoy additional benefits which will support their career and personal development.

As a studying member of ILM, you can use the following services as much as you want during your year's membership - completely free:

Edge online

The on-line version of ILM's members' magazine, covering key issues on leadership and management

Resource centre

Full use of our extensive resource library, as well as access to our amazing e-books and e-journals services

Learning zone

A new section dedicated to supporting your learning - whether it's for an ILM qualification or simply to help you catch up with the latest business thinking. Check our reading lists, study guides and skills files.

Team leading skills

Our on-line tool will assess your team leading style, strengths and weaknesses, and benchmark your scores against a database of over 10,000 other managers

Presenting a professional image

Practical advice on everything from appropriate dress to interpreting body language - all designed to maximize your impact in the workplace

Careers advice

How to seek out the best jobs, how to get your CV noticed and how to succeed in interviews

Member events

These evening events combine presentations from experts in leadership and management with a chance to network with fellow ILM members. Events cover a wide range of topics and take place across the country.

Roles And Responsibilities

Learner/Participant

The responsibility of each learner/participant is to provide accurate information during the pre-programme selection process and to inform the course organiser and tutor of any changes to their status that might affect their participation in the programme.

They are expected to attend, take an active part in and complete the programme for which they have enrolled, fulfilling the specified guided learning hours as determined in the programme outline. They are also expected to complete all assigned assessment tasks on time and to a standard commensurate with the level of their programme.

Programme Leader

The role of the Programme Leader is to liaise with the Institute of Leadership and Management and to ensure the quality of service and training delivery. This will include the keeping of all records, assessment documentation and quality assurance information.

Internal Verifier

The role of the Internal Verifier is to ensure compliance with assessment and quality procedures. Learners may also approach the Internal Verifier for support around accessibility (e.g., dyslexia, format of materials or resources).

ILM Independent Assessor

Independent Assessors are drawn from suitably qualified and experienced ILM tutors. Their role is to assess the mandatory work-based assignments, reflective reviews and other relevant assessment elements of participants on a programme.

ILM External Verifier

External Verifiers provide support and guidance to centres (and monitor ILM activities and quality within them). They also complete the final part of the assessment process.

Assessment notes for candidates

- Where stated, select topics in your own organisation and/or area of work
- You may wish to discuss your choice of topics with your line manager or tutor prior to writing up your assessment(s)
- Structure your work by using the headings shown in the assessment criteria when writing up your assessments
- An approximate word count is shown for each mandatory assessment. This should be seen as a guide only, to help you achieve a balanced piece of work
- The total marks available for each section and the minimum required to pass is shown in brackets on the assessments
- The overall pass mark is 50 marks, but you also have to achieve the minimum marks in each section
- Study the assessment criteria shown for each unit carefully and check to see that your work “measures up” before you submit
- Whilst you will not be penalised for weak spelling and grammar, you should remember that this may affect the meaning of your document. It is therefore expected that appropriate attention be given to such matters
- Remember that your tutor is there to support and guide you
- All material will be kept confidential and secure as far as is reasonably possible
- Ask your tutor if you are not sure about the submission date
- Ensure that you do your own work and do not plagiarise work from others. If you are not sure what is meant by plagiarism speak to your tutor who will clarify, or may provide you with some notes produced by ILM in the Centre Manual

Plagiarism and Cheating Policy

Plagiarism

Plagiarism is the substantial and unacknowledged incorporation into a learner’s work of materials taken from the published or unpublished work of others and the presentation of this as their own work. Published work includes books, articles and materials found on the internet and unpublished work could include course notes or work produced by another person or work copied from someone else.

- Examples of plagiarism could include:
- Extracts from work without proper use of quotation marks or references
- Summarising the work of others without acknowledgement of the sources
- Purchasing essays or downloading them and submitting them as your own work

Preventing Plagiarism

This process will start by a formal identification of the learner whose identity will be verified via their employment status. At the beginning of each course, learners will be given a copy of the Candidate Handbook which includes information on plagiarism and cheating. On each assessment, learners will complete the Submission Cover Sheet which declares the work as their own.

During the marking process, 5% of coursework will be randomly checked through a free on line plagiarism checker.

Cheating

Cheating is an attempt to deceive ILM assessors and Verifiers and includes:

- Centres giving excessive help to learners in preparing a piece of assessment or writing it for them
- Impersonation
- Copying other people's work
- Offering to bribe another learner, tutor or ILM representative
- Tampering with coursework after submission
- Fabricating or falsifying information about learners or their assessments

Process:

The following process will be followed if plagiarism or cheating is detected by SRCL.

- The Head of Centre will inform the ILM Quality and Compliance Manager as soon as a problem is identified
- Records of the investigation will be held on SRCL secure system with restricted access
- An independent person from the training team will be appointed to lead the investigation – this will be a tutor or trainer uninvolved with the suspect programme
- The investigation will include records of meetings with the learners involved, the individual who suspected plagiarism or cheating and other parties who may be able to contribute to the investigation process.
- The learner or learners involved will be informed as soon as plagiarism or cheating is suspected
- At the conclusion of the process, learners will be informed of the outcome and the appeal process

As a centre with Direct Claim Status, the investigation may lead to the sanctioning of a learner or member of centre staff. SRCL centre staff will cooperate in every way with the ILM in the investigation of plagiarism or cheating detected by ILM. Sanctions may include:

- Adjustment of marks
- Re submission of coursework
- Withholding of certification
- Withdrawing membership from ILM and disqualification from the course

Assessment and Verification Procedure

The assessment procedure will reflect the ILM requirements fully. Assessment for the Level 3 Award in Leadership & Management will be:

- Delegates performance during workshops – a summary will be kept of all participation if there are any concerns regarding individuals
- Checking of all pre and post course work – carried out on the workshops
- Completion of the Assignments – marked by the trainer

Marking Procedure

Assessments will be initially marked by the trainer following the ILM guidelines. Written feedback will be provided for each delegate. Internal verification marking will be carried out by an experienced trainer from the full time team. The following sets out the plan and timescales for marking:

- Delegates will be encouraged to plan and complete their assessments during the programme. Sessions have been built into each workshop to make this a cumulative process.
- Assessments must be completed and submitted by the final day of the programme.
- Within 7 days the assessments will be provisionally checked and discussed with delegates if they are obviously not to the required standard.
- Assessments will be marked with 3 weeks of completion of the programme – the course tutor will be responsible for this.
- Second marking will be completed with 2 weeks of this by an experienced trainer. As there are a maximum of 15 delegates on each programme, at least 1 assessment will be sampled at random for each candidate
- Results will be notified to the ILM and the delegates within 1 week of this being completed.
- The External Verifier will then request a sample selection of the course work for verification.
- Once this has been completed to Statement of Results will be signed and sent to the ILM for certificates to be produced.

Appeal Procedure

If any delegate is dissatisfied with their assessment marking they will have the right to appeal and a formal procedure will be adopted for this. The marking of all assessment will follow the above procedure. In the case of an appeal a third level will be introduced.

- First marking will be done by the Course Leader
- If delegates are not happy with the outcome they have the right to appeal against the result. This must be done by phone or in writing with 48 hours of them receiving the result. This will provide an informal discussion with the tutor regarding the result. If the delegate is not

satisfied they must request a re-marking formally, in writing with 5 working days of receiving their original result.

- The assessment will then be remarked by another experienced trainer within 10 days and the delegate will be notified in writing of the revised assessment result.
- The candidate will be given thorough written information as to the reasons for the marking which can be explained to them verbally if required.
- If the candidate is still not satisfied a third party, not involved with the course delivery , will review the procedure so far and complete a third mark in line with the ILM criteria. This must be formally requested within 5 working days.
- The candidate will be notified of the outcome of this within 1 week. This will be in writing notifying the candidate of their right to appeal to the awarding body – the Institute of Leadership and Management – and the address to which they should send their appeal.

Candidate Information

Thornfields will keep detailed information on all candidates including information required for equal opportunities monitoring and assessment. This information will be kept confidential at all times and subject to access controls via password protection and subject to all terms of our Data Protection Registration entry. This will include the following information:

- Course client and dates of workshops
- Candidate name
- Email and telephone contact
- Date of birth
- Ethnic code
- Disability code
- Gender
- Sponsorship
- Reflective Review Results
- Assignment result
- Other information as required

Course Agendas – Day 1-5

Agenda

Managing People with Confidence

5 Day Programme

Day 1 Solving Problems and Making Decisions

The workshop begins with an introduction to the overall course, the objectives and requirements as well as an introduction to the ILM and studying membership.

The aim of this first session is to enable the delegates to resolve people related problems in the workplace using a structured approach and a range of effective techniques.

Tea/Coffee

Welcome and Introductions
ILM – Award for First Line Managers
Course content and objectives
Personal objectives
Assessment structure

Tea/Coffee

The problem solving process
Understanding the nature and scope of the problem
Diagnosing the problem – signs and symptoms
Case study

Lunch

Gathering and analysing information
Setting an achievable objective
Creative thinking techniques

Tea/Coffee

Decision making techniques
Presenting the information to others
Completing the course guide

Questions and Close

Agenda

Managing People with Confidence

5 Day Programme

Day 2:

Motivating to Perform

The aim of this session is to provide delegates with the skills and knowledge required to effectively motivate their team and manage performance.

The workshop will focus on the role of the first line manager in motivating and appraising their team.

Tea/Coffee

Welcome and workshop objectives
Factors that influence behaviour at work
Understanding motivation principles
Techniques to motivate

Tea/Coffee

Causes of negative behaviour
The importance of managing poor performance
Assessing skills and competence

Lunch

Performance and appraisal
Formal and informal appraisals
Feedback – improving communication and performance

Tea/Coffee

Types of feedback and their uses
Encouraging self reflection
Unit Assessment

Questions and Close

Agenda

Managing People with Confidence

5 Day Programme

Day 3

Understanding the Communication Process in the Workplace

The aim of this session is for delegates to understand the communication process and to be able to develop their own communication skills to help them become more effective first line managers.

The workshop will focus on understanding the process, recognising and remove barriers as well as using non verbal communication skills more effectively.

Tea/Coffee

Welcome and workshop objectives

The importance of effective communication

The impact of getting it wrong

Understanding the communication process and chain

Tea/Coffee

Recognising barriers

Using different methods of communication

Tutorial – individual and group opportunity

Lunch

Listening as a communication tool

Understanding perception

Non verbal communication

Tea/Coffee

Improving one to one communication

The feedback loop

Unit Assessment

Questions and Close

Agenda

Managing People with Confidence

5 Day Programme

Day 4

Managing Conflict in the Workplace

The aim of this session is to provide delegates with the skills and knowledge required to effectively manage conflict at work. The workshop will work through the causes of conflict and recognising the symptoms before examining strategies for resolution.

Tea/Coffee

Welcome and workshop objectives
Conflict – positive and negative views
Causes of workplace conflict
Recognising the impact and the symptoms

Tea/Coffee

Techniques for resolving conflict
Case study examples

Lunch

Creating harmony and a positive atmosphere
Delegating effectively

Tea/Coffee

Keeping the team informed
Effective communication to resolve conflict
Developing an assertive style
Unit Assessment

Questions and Close

Agenda

Managing People with Confidence

5 Day Programme

Day 5

Building the Team

The aim of this session is to develop the knowledge and understanding of team building for first line managers.

Delegates will examine appropriate leadership and teambuilding behaviour and learn how to use them effectively to generate good team harmony.

The workshop will also incorporate tutorial time to finalise course work and plan future development.

Tea/Coffee

Welcome and workshop objectives

Understanding working relationships

Teams and groups

Essential team ingredients

Tea/Coffee

Team roles

Analysis of positive and negative contributions

Lunch

Team work exercise

- Planning
- Communicating

Use of team role strengths

Tea/Coffee

Reflection and review

Creating a balanced team

Tutorial – personal development planning

Unit Assessment

Questions and Close

Submission Cover Sheet

This cover sheet must preface every assessment submission- for both assessments being carried out by the centre or through the ILM Assessment service. It is a regulatory requirement that every assessment submission is authenticated as the work of the named learner. Hence any submission not carrying this cover sheet will not be verified.

Centre name	
Centre number	
Learner name	
Learner registration number	
Unit(s) covered in this submission	
Date submitted	
Statement of confirmation of authenticity By the act of making this submission, the learner declares that this is the work of the learner named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the learner acknowledges that an assessment offence has been committed. Attention is drawn to the plagiarism and cheating policies of both the centre and of ILM. Plagiarism can result in a learner being withdrawn from a qualification.	
Permission for ILM to use this script ILM uses learners' submissions – on an anonymous basis – for assessment standardisation. By submitting, both the centre and the learner agree that ILM may use this script on condition that identifying information is removed. However, if you are unwilling to allow ILM use this script, please refuse by ticking the box: ☐	