



**Cadet
Vocational
College**

City & Guilds Professional Recognition Awards

Application Pack

Awards in Leadership and Management

Version 1.0

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**City &
Guilds**
Approved Centre



ABOUT THE PROFESSIONAL RECOGNITION AWARDS

Thank you for expressing an interest in undertaking a Professional Recognition Award through Cadet Vocational College. This application pack is intended to help you decide which Level to undertake and to help the College with its support for you as you write and assemble your submission.

About the Professional Recognition Awards

The Professional Recognition Awards represent a vocational route to higher level professional recognition. They are:

- Progressive: there is a clear line of progression from Level 4 to Level 7.
- Accessible: the awards are open to any candidate who meets the requirements and the standards.
- Competence-based: the awards recognise the practical application of professional skills, knowledge and understanding in employment. They offer an experience-based route to higher level qualifications.

Levels of Professional Recognition Awards

Successful candidates achieve not only a regulated qualification but also earn the award of membership of the City & Guilds of London Institute with the designated post-nominal letters.

City & Guilds		RQF Level	RQF Equivalence
Licentiate	LCGI	Level 4	Certificate of Higher Education
Affiliate	AfGCI	Level 5	Foundation Degree
Graduate	GCGI	Level 6	Bachelor's Degree
Membership	MCGI	Level 7	Master's Degree

It's important to note that eligibility depends on your role, responsibility and experience, as detailed on the following pages, and not on your existing qualifications.



ENTRY REQUIREMENTS

Entry requirements

There are no eligibility restrictions relating to rank or role.

There are no restrictions about your previous qualifications or learning – we see people with no qualifications and people with multiple degrees being successful.

In order to qualify for the Professional Recognition Awards you need to fulfil two key requirements:

- The ability to understand and practise professional activities
- Have a current or recent professional role with the ability to demonstrate a defined range of personal skills and specific professional abilities, as described in the standard statements for each level

In general the levels of the awards correspond to the following grades of responsibility:

Licentiate	Level 4	First Line Manager
Affiliate	Level 5	Line Manager
Graduate	Level 6	Senior Manager
Membership	Level 7	Strategic Leadership Role

The situation may be complicated by the fact that you may fulfil more than one employed or volunteer role at the same time. Responsibilities in the first role might appear to lead towards one level. The remit of the second role might involve skills appropriate for a higher level.

The key question in deciding on a Level is: **“Can I demonstrate competence and provide supporting documentary evidence in every standard at this level?”**



CHOOSING YOUR LEVEL OF APPLICATION

This table is provided to help you judge what Level best fits your experience. Choosing isn't an exact science: this table gives guidance only. You should also refer to the standard statements in this booklet. We will discuss your choice of Level in detail after we receive your application. Please contact us if you would like advice before that stage.

Level 4	Level 5	Level 6	Level 7
First Line Manager	Line Manager	Senior Manager	Strategic Leadership
I supervise a few people, perhaps not all of the time	I supervise a few people, and much of my work is in management	I have responsibility for a team	I manage managers
I apply policy from my managers	I have some independence	I have independence in some of my tasks	I have autonomy in deciding policy
I have to pass all disciplinary matters to my manager	I am empowered to manage low-level disciplinary matters	I make sure that my team comply with professional standards	I have power to hire and fire
I use communication tools provided to me	I make recommendations to improve communication	I resolve communication difficulties	I devise communication strategies within my organisation
I have limited powers in deciding spending	I develop new ideas for improvement and implement them when approved	I have responsibility for managing some delegated budgets	I have full budget responsibility
I deliver my responsibilities on time and as required	I devise and apply performance targets for my staff	I take on projects which my manager gives me	I contribute to the strategic future of my organisation
I look after my customers	I resolve complaints in the first instance; some I need to refer upwards	I devise and use methods of measuring customer satisfaction	I devise and implement ways to improve customer service
Examples			
Stores manager for Mountain Rescue	Aircraft maintenance technician	First Officer on a luxury yacht	Small business owner
Cadets: adult instructor with specific responsibility	Cadets: Unit Training Officer	Cadets: Unit commander	Cadet Force County Commandant; Commander of a large Cadet unit
Checkout supervisor	Senior pharmacy technician	Finance manager in small business	Ship's Master
Police constable	Funeral director marketing manager	Executive chef	IT Manager for a large company
School exams officer	Trades Union administrator	Quality and Compliance Manager	Head Teacher; deputy in a large school



STANDARDS AND STANDARD STATEMENTS

	Level 4 Licentiateship	Level 5 Affiliateship	Level 6 Graduateship	Level 7 Membership
1	Commitment to professional standards			
	Level 4	Level 5	Level 6	Level 7
1.1	Apply professional standards to own working practice	Monitor compliance of self and others with professional standards and propose areas for improvement	Take responsibility for promoting, monitoring and maintaining compliance of self and others with professional standards	Use research to assess the extent to which professional standards are implemented in the organisation or own area of responsibility, making informed judgements on findings and taking the appropriate action
1.2	Support others to comply with professional standards	Develop and implement measures for reducing the risk of non-compliance of professional standards within own area of responsibility	Assess complex information and evidence to inform risk management	Establish an environment and culture that assures and promotes compliance with professional standards
1.3	Identify and manage the risks and issues of non-compliance in own area of responsibility	Make informed judgements to manage a situation where there may have been a breach of professional standards	Evaluate, make judgements and select the necessary actions to take when issues of non-compliance with professional standards occur	Take responsibility for action when there are issues of non-compliance with professional standards and reflect on the outcomes to foster a culture of continuous improvement
1.4	Manage a situation where professional standards may have been breached	Develop strategies that promote relevant professional standards in own area of responsibility which fosters a culture of continuous Improvement		
1.5	Complete documentation and/or reports relevant to professional standards			

2	Communication and information management			
	Level 4	Level 5	Level 6	Level 7
2.1	Respond to the needs of a target audience by communicating in a form and manner which is appropriate to the task	Respond to the needs of a target audience by implementing an effective communication strategy	Use informed judgement and understanding of different perspectives and contextual factors to establish, lead and maintain communication with people regarding complex matters	Represent the organisation to communicate on matters of importance and sensitivity
2.2	Manage barriers to communication constructively	Evaluate relevant complex information, draw conclusions and communicate findings to others in a manner that is consistent with relevant legislation, policies and procedures	Use informed judgement to constructively manage barriers to effective communication and respond in a considered way	Critically appraise communication styles, channels and media to develop a communication strategy for the organisation or area of responsibility which is consistent with legislation, policies and procedures
2.3	Apply relevant legislation, organisational policies and procedures when communicating with others	Manage barriers to effective communication constructively, recognising and taking action to resolve personal and (where appropriate) team conflict	Critically appraise the way information is communicated, recorded, shared and stored by self and others in line with relevant legislation, policies and procedures and make recommendation for improvement	Evaluate and where appropriate, establish robust methods and systems for managing information in line with organisational and legislative requirements
2.4	Manage information in line with relevant legislation, organisational policies and procedures	Analyse the way information is recorded, shared and stored and make recommendations for improvement		

3	Leadership			
	Level 4	Level 5	Level 6	Level 7
3.1	Display appropriate leadership skills in own area of responsibility	Demonstrate clear, positive and motivational leadership skills	Take responsibility for achieving organisational objectives through clear and focussed leadership	Promote and champion the organisation's values and objectives and take responsibility for their realisation through strong leadership
3.2	Lead others by example in meeting own performance targets, promoting good practice, innovation and working within the remit of their role	Anticipate, plan and lead change in own area of responsibility	Manage a programme of substantial change or development	Articulate a vision for the future of the organisation or own area of responsibility
3.3	Plan for the achievement of goals by identifying and managing barriers to success	Develop performance targets for self and others based on the needs of the organisation, knowledge or resource requirements and operational capacity	Take responsibility for identifying and managing resources to meet organisational objectives	Display an in depth understanding of resources in their own area of responsibility and manage these to meet organisational objectives
3.4	Identify and manage resources to meet outcomes	Consistently meet challenging outcome by managing resources in a timely manner	Promote innovation and generate ideas for improvement which are compatible with organisational values	Take responsibility for leading the organisation or own area of responsibility through complex change
3.5	Manage a project or task to achieve set outcomes in a timely manner	Develop ideas to promote best practice and continuous Improvement		

4	Professional development			
	Level 4	Level 5	Level 6	Level 7
4.1	Analyse own performance and identify areas for improvement	Evaluate own performance to develop a plan to address own development needs	Critically evaluate own performance to assess competency to meet current and emerging work demands	Critically appraise own ability to lead the organisation or own area of responsibility and identify areas for ongoing professional development
4.2	Develop a plan to improve own knowledge and skills	Take responsibility for identifying and accessing learning opportunities to meet development needs	Use research to prepare a plan to meet personal and organisational objectives	Use informed judgements to critically evaluate the impact of professional development undertaken by self and others in supporting strategic objectives
4.3	Access opportunities for professional development	Evaluate the impact of professional development undertaken	Evaluate the impact of professional development on self and the organisation	Champion professional development within the organisation or own area of responsibility which will enable personal, professional and organisational goals to be met
4.4	Evaluate the effectiveness of professional development undertaken			
4.5	Maintain a record of professional development			

5	Working with others			
	Level 4	Level 5	Level 6	Level 7
5.1	Constructively work with others to achieve set goals	Set direction, gain commitment and inspire others to work together to achieve challenging outcomes	Create a culture of mutual support and cohesion when working with others	Critically evaluate the effectiveness of teamwork and organisational partnerships and agree objectives for improvement
5.2	Give explicit encouragement, share expertise and motivate others within the work environment	Actively contribute to the development of others by offering own expertise and guidance to enable them to realise their goals	Respond to the organisation or project needs by taking responsibility for motivating, delegating and empowering others to achieve challenging outcomes	Establish clarity of direction and parameters for others within the organisation
5.3	Develop effective interpersonal skills to overcome conflict or differences in opinion which may impact on working relationships	Evaluate different perspectives and make judgements to address complex problems which may occur when working with others	Make informed judgements on the effectiveness of collaborative work within the organisation or own area of responsibility to determine how improvements may be made	Establish a culture of mutual support and cohesion which values the contribution of others and recognises success
5.4				Use evidence-based judgement to address performance issues and establish an environment which fosters continuous improvement

6	Managing customer relationships			
	Level 4	Level 5	Level 6	Level 7
6.1	Assess who the customer is and what the customer expects	Determine a benchmark for customer service based on customer expectation, operational capacity and organisation objectives	Use research to develop and implement standards for customer service in own area of responsibility	Establish a strategy for putting the customer at the centre of the organisation or own area of responsibility
6.2	Develop and maintain good customer relationships	Evaluate the levels of customer satisfaction in own area of responsibility and implement a strategy to improve customer service	Develop and implement appropriate methods to assess customer satisfaction	Establish robust standards for customer service
6.3	Collect and analyse information to measure customer expectations	Develop and maintain good customer relationships and take action to resolve complaints in line with organisational and legal guidelines	Evaluate customer feedback to inform service level improvements and shape future developments within the organisation or own level of responsibility	Establish a structure to respond to compliments and complaints in accord with organisational and legal guidelines which facilitates continual improvement
6.4	Identify and manage the implementation of improvements to customer service		Act decisively to manage customer complaints or changes in levels of customer satisfaction	Evaluate levels of customer feedback to inform the future direction of the organisation or own area of responsibility
6.5	Manage customer complaints within own area of responsibility and in line with organisational and legal guidelines		Establish a customer focussed ethos in area of responsibility by responding to the needs of actual and potential customers	



HOW TO APPLY

You need to let us have four things, all best sent by email:

- Your CV
- Your Job Description and/or Terms of Reference
- The completed Application Form
- Personal Statement

Once we receive these, we will arrange an Initial Advice and Guidance discussion to decide with you on your Level of registration and to set the whole process in motion.



PREPARING A CV FOR THE APPLICATION

This shouldn't be an difficult task. What the adviser at your Initial Advice and Guidance meeting, and your future Mentor, need is simply an outline of your education and career.

If you already have a CV lined up, that's fine, please use that.

But perhaps you have worked in the same organisation for a long time and haven't needed to write a CV, or your CV is very much out of date. In that case, we suggest this format:

- Name, address, contact points at the top.
- List of your employed roles, most recent at the top; give the job title, employer, and the relevant years. No need to show exact dates; no need to include part-time jobs when you were a student.
- List of your relevant volunteer roles, as for the employment details.
- Outline of your education, most recent qualification (or highest one, as you choose) at the top.

It might look like this:

Personal Details

Jane Doe
15 Main Street, Borchester, Borsetshire
01xxx xxxx xxxx
Jane.doe@borsetsecurity.co.uk

Employment

Self-employed security consultant, and owner of Borsetshire Security Ltd, 2016 to date
Police Sergeant, Borsetshire Police, 2012-2016
Police Constable, Borsetshire Police, 2005-2012
Senior sales executive, Smith and Son Motors, Borchester, 2002-2005

Voluntary

National Trustee, leading on human resources, NFPTC, 2019-date
Trustee of local branch of NFPTC 2004-16, chair 2016-9
Shop assistant, part time, NFPTC charity shop 2002-4

Education

University of Borchester BA in Forensic Science 2002
A Levels in French, Chemistry and Biology 1999
6 GCSE passes 1997



PERSONAL STATEMENT

The purpose of writing a Personal Statement is threefold:

- To allow you to link your leadership and management experience with the demands of the level of award you are applying for;
- To assist the Adviser in your Initial Advice and Guidance meeting to understand your role, your work setting and your experience in order to confirm that you are applying for the appropriate award;
- To assist your Mentor in guiding you into launching your Reflective Account.

How to construct the statement:

- Start by reading the requirements for the level of award you are interested in;
- Then try to link your experience and actions with these requirements. Choose specific examples always;
- There are between 21 and 27 standard statements in each Level; you aren't expected to deal with all of them, just a handful selection;
- You can format this in any way you wish; a grid helps some people, but others find it constraining.
- Don't worry too much about length: 500 words is about the most you could possibly want to write.

These examples are very much modified from real candidates. They are intended to give you an idea of what might be helpful in linking your experience with the requirements of the award.

Level	Ref	Standard Statement	Example
4	1.1	Apply professional standards to own working practice	I am passionate about the Sea Cadets' aim and core values. I comply with these in terms of ensuring I am fully committed to my responsibilities, set a professional example to all staff and make sure that all session plans and resources are in place.
5	1.3	Make informed judgements to manage a situation where there may have been a breach of professional standards	I recently had to deal with an employee whose timekeeping was poor and her behaviour at work was unreasonable; I also discovered that she had falsified her technical qualifications. Having dismissed her, I then decided to review my hiring and screening policy for new staff, and have set up a more rigorous structure for my business.
6	3.2	Manage a programme of substantial change or development	I set up a new youth group in a seldom used building in the city. I re-opened the building as a new youth unit, created a staff team, appointed a new Unit Manager and recruited new cadets. This involved negotiation with the Council for the building, seeking funding and a great deal of work with many partner organisations.
7	6.1	Establish a strategy for putting the customer at the centre of the organisation or own area of responsibility	A big part of the complaints we were getting when I started with the organisation was due to the customer not really knowing what they could expect, so I created a customer promise that outlines how we will treat our customers and in turn what they can expect. It was originally used for our commercial business and as my remit increased, I expanded its use for all areas of the department. This went along with work in staff induction, on the website and intranet; and I also arranged the mystery shoppers' and other feedback to be collated and used in training and in reflective practice.



YOUR PERSONAL STATEMENT

You may want to use a grid like this for your personal statement. You may wish to print this page and use it to make notes.

You can create a grid like in Word by going to 'Insert' and 'Table' and selecting 4 columns and the number of rows you'd like to use.

You need not use all the rows of the grid.

Choose standard statements from your likely chosen Level; if you are unsure between two Levels, then you might want to use examples from both.

Level	Ref	Standard Statement	Example



LEARNER AGREEMENT

City and Guilds Awards for Professional Recognition (Leadership and Management)

Programme

The Professional Recognition Awards are reflective in nature. They do not involve a course of study followed by an exam. The starting point will be the experience that you have already gained in a leadership or management role. Each level of Award is defined by a set of Standards which a successful candidate will have met.

To complete an Award you must reflect on and write about your own experience, provide supporting evidence and make comparisons with the standards City & Guilds have set as benchmarks.

It is expected that candidates will complete the award within 6 months of registration. Your assigned Mentor may extend this period to one year from registration if required.

Progression

Each Level of the Professional Recognition Awards can be completed as a stand-alone qualification. However, as candidates progress professionally in their leadership and management roles, they may wish to enrol for higher levels.

Contact

Our preferred method of contact is by email. We will contact you to confirm that you are enrolled on the qualification, feedback on your progress and confirm when you have completed the qualification. We will also contact you if you have not submitted work by the set deadline/s.

City & Guilds Awards for Professional Recognition (Leadership and Management) contact at Cadet Vocational College	Address
01276 601709	3 Archipelago, Lyon Way, Camberley, Surrey, GU16 7ER
candg@cvcollege.org	

Conditions of the learner agreement

This learner agreement is intended to give you a clear understanding of what you can expect from Cadet Vocational College and what is expected of you in return.

Under this agreement, Cadet Vocational College will endeavour to provide:

- ✓ Advice and guidance on the course that you have chosen
- ✓ A friendly, caring and supportive environment
- ✓ A mentor who will provide guidance and support and will monitor your progress
- ✓ Clear advice on deadlines for submitting work and for receiving feedback
- ✓ An opportunity to feedback on your course

As a Cadet Vocational College learner, on enrolment you are agreeing to the following statements:

- ✓ To the best of my knowledge, the information I have provided is correct and should this change I will notify Cadet Vocational College immediately
- ✓ My personal data, including sensitive personal data, can be recorded and processed in accordance with Cadet Vocational College's Privacy Notice
- ✓ I have read the Standards and Standard Statements for the level of award I am considering
- ✓ I will maintain regular contact with my mentor
- ✓ I accept responsibility for my own learning and aim to complete the qualification within six months. I understand that I have a maximum of twelve months to complete the qualification.
- ✓ I am aware that my enrolment will be closed if I do not complete the qualification within twelve months and that any extension may incur an additional fee

Cadet Vocational College Privacy Notice: How we use your personal information

Who are we?

CVQO, known as Cadet Vocational College, is an educational charity whose purpose is to advance the education and training of members of youth movements and young people in schools by enabling them to obtain vocational qualifications.

What personal data do we collect?

We collect your name, address, gender, date of birth, email address and telephone number(s). We will also collect other personal data related to your studies, experience and qualifications. This may include images and video of you performing tasks relating to the course(s). This personal data is provided to us by yourself, the Cadet Forces and government and industry bodies.

We may also collect from you sensitive personal data, such as information about your health, learning disabilities and ethnicity.

How do we use your personal data?

We may use your personal data, including information relating to any learning difficulty or disability that you disclose to us, where this is necessary to pursue our legitimate interests as a provider of vocational qualifications, including to:

- support and evaluate your progress on the qualification(s) on which you are enrolled;
- undertake administration in relation to the qualification(s) on which you are enrolled;
- assess and provide reasonable adjustments in relation to your learning or assessment where requested, including with regard to any learning difficulty or disability that you have disclosed to us; and,
- contact you in relation to Cadet Vocational College qualifications, courses, news, awards, events, surveys, offers and promotions that may be of interest to you.

We may also use any sensitive personal data, such as information about your health, learning disabilities and ethnicity that you have disclosed to us for statistical purposes.

We may use your personal data, including images and video of you, in our promotional activities where you have given your consent for us to do so.

Who do we share your personal data with?

We may share your personal data with relevant third parties, where necessary, in relation to your learning, assessment, or certification, including:

- relevant funding bodies, including the Education and Skills Funding Agency, the Welsh Government and the Ministry of Defence;
- regulatory authorities, awarding bodies, and similar industry bodies;
- assessors, mentors, markers, your youth organisation or school and others involved in supporting your studies and in the evaluation and quality control of our qualifications;
- service providers contracted to us in connection with provision of the products and services such as providers of IT services and customer relationship management services;

We may share sensitive personal data relating to any learning difficulty or disability that you disclose to us with assessors and awarding bodies for the purposes of making reasonable adjustment when evaluating your performance on the qualification(s) for which you are enrolled. We may also share any sensitive personal data, such as information about your health, learning disabilities and ethnicity that you have disclosed to us with Government bodies for statistical purposes.

Further Information and Exercising Your Rights

Full details of our Privacy Policy for Learner Personal Data, including your rights in respect of your personal data, can be found on our website www.cvcollege.org. If you have any questions about our policy, would like to exercise any of your rights or wish to make a complaint please contact our Data Protection Officer through our website www.cvcollege.org by clicking on Contact Us and making a Data Protection Request, by sending an email to dpo@cvcollege.org or by writing to the **Data Protection Officer, CVQO Ltd, 3 Archipelago, Lyon Way, Camberley, Surrey, GU16 7ER.**



CHECKLIST

- I have attached my CV and Job Description/Terms of Reference
- I have attached my Application Form
- I have attached my Personal Statement



Learner focused | Caring and supportive | Inclusive and diverse
Going the extra mile | Responsive and flexible

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Cadet Vocational College

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