Delivering ILM qualifications to Management Trailblazer Apprenticeship Standards

Mapping the Level 5 ILM VRQ Diploma in Leadership and Management (600/5856/0) to the Operations/Departmental Manager Trailblazer

What makes up a Trailblazer apprenticeship?

A Trailblazer apprenticeship is typically made up of three components:

On Programme component: the learning, training and formative assessment delivered by the provider for the duration of the apprenticeship

A Gateway component: conducted partway through the programme and used to confirm that an apprentice is ready to take their End Point Assessment

End Point Assessment: an assessment of the learning delivered at the end of the programme

Using this guide

This mapping document is intended to be used by ILM approved centres only. It lays out how you can deliver an ILM L5 VRQ Diploma in Leadership and Management to meet each of the On Programme elements of the Operations/Departmental Manager Trailblazer. The document breaks down the essential knowledge and skills within the standard and highlights how each of these can be achieved through the learning outcomes of specific ILM units. The document also offers further advice where necessary on how to best expand learning outcomes to fully cover the Trailblazer standard.

This mapping document only relates to the On Programme elements of the Trailblazer. All learners will need to successfully complete a separate and independent End Point Assessment in order to achieve the Trailblazer standard. Please note, that it is the Centre's responsibility to ensure that the Standards of the pathway are met. All ILM qualifications are awarded by The City and Guilds of London Institute.

The units in the ILM L5 VRQ Diploma in Leadership and Management 100% match to the Operations/Departmental Manager Trailblazer Apprenticeship. This document provides advice and guidance on how you can make this ILM qualification align with the On Programme component of the Trailblazer standards.

The below mapping highlights the best fit units with additional advice to ensure full completion. This means that you will be delivering to Trailblazer standards if you use the below units. You can choose whether to complete the units chosen below or design your own programmes that fit with the Trailblazer standards. If you choose to use different units from the ILM Level 5 suite, then you'll need to ensure they map to the Trailblazer standards.

How do the Trailblazer standards define a Team Leader/Supervisor?

A team leader/supervisor is a first line management role, with operational/project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. They provide direction, instructions and guidance to ensure the achievement of set goals. Key responsibilities are likely to include supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems and building relationships internally and externally.

ILM qualification VRQ L5 Diploma in Leadership and Management (600/5856/0)
37 credits required

This qualification is designed for middle managers helping them develop their skills and experience, improve performance and prepare for senior management responsibilities. Units cover skills in working with people, managing yourself and personal skills, providing direction, facilitating innovation and change, achieving results and using resources.

Completion of units: All units optional	Credit
Group one:	
Managing Improvement	3
Making a financial case	3
Developing critical thinking	4
Leading Innovation and change	5
Managing for efficiency and effectiveness	4
Managing projects in the organisation	4
Becoming an effective leader	5
Partnership working	4
Group two	
Understand the management role to improve management performance	4
Developing people in the Workplace	5
Budgetary planning and control	3
Total credits	**44**

M: mandatory   **O:** optional

Please note: throughout this document there are additional comments in italics. These are suggestions of how the ILM learning outcomes should be used and expanded to fully cover the appropriate Trailblazer standard.

Knowledge	Trailblazer What is required	ILM qualification L5 Diploma in Leadership and Management (600/5856/0)
Organisational Performance – Delivering Results		
Operational Management	Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (eg SWAT), and approaches to continuous improvement. Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. Knowledge of management systems, processes and contingency planning. Understand how to initiate and manage change by identifying barriers and know how to overcome them. Understand data security and management, and the effective use of technology in an organisation.	**Leading Innovation and Change (M)** LO 1 Understand the need for innovation and change management within an organisation **Understanding the Management Role to Improve Management Performance (M)** LO 1 Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals **Developing Critical Thinking (M)** LO 2 Be able to critically assess the validity of management theories in relation to own beliefs, attitudes and values **Managing Improvement (M)** LO 1 Understand the effectiveness of the organisation and own ability to manage and improve quality to meet customer requirements LO 2 Be able to plan and implement projects to meet, and if possible exceed, customer requirements **Managing for Efficiency and Effectiveness (O)** LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives – *Learners should include understanding of* • *setting KPI's* • *data security and management* • *effective use of technology* • *managing resources* as part of this learning outcome **Managing Projects in the Organisation (O)** *LO 1 Be able to manage a project in an organisation – *Learners should include understanding of* • *business development tools* • *development of sales and marketing plans* as part of this learning outcome
Project Management	Know how to set up and manage a project using relevant tools and techniques, and understand process management. Understand approaches to risk management.	**Managing Projects in the Organisation (O)** LO 1 Be able to manage a project in an organisation – *Learners should include understanding of approaches to risk management as part of this learning outcome*

| Finance | Understand business finance: how to manage budgets, and financial forecasting | **Making a Financial Case (M)**
LO 1 Understand financial concepts used to inform management decisions

Budgetary Planning and Control (O)
LO 1 Understand how budgetary planning and the effective and controlled implementation of budgets both support and deliver the organisation's objectives

LO 2 Understand how to measure and monitor performance against budgets and their objectives |

Interpersonal Excellence – Managing People and Developing Relationships

| Leading People | Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively. | **Developing Critical Thinking (M)**
LO 1 Be able to critically assess own beliefs, attitudes and value systems

LO 2 Be able to critically assess the validity of management theories in relation to own beliefs, attitudes and values – *Learners should include understanding of diversity as part of this learning outcome*

Leading Innovation and Change (M)
LO 1 Understand the need for innovation and change management within and organisation

Becoming an Effective leader (O)
LO 1 Understand own ability to fulfil key responsibilities of the leadership role – *Learners should include understanding of how to lead multiple and remote teams as part of this learning outcome*

Developing People in the Workplace (O)
LO 1 Understand the importance of promoting personal development – *Learners should include understanding of supporting people through coaching and mentoring approaches as part of this learning outcome*

Managing for Efficiency and effectiveness (O)
LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives – *Learners should include understanding of how to manage multiple and remote teams as part of this learning outcome* |
| Managing People | Know how to manage multiple teams, and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people. | **Understanding the Management Role to Improve Management Performance (M)**
LO 1 Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals – *Learners should include understanding of talent management models and how to recruit and develop people as part of this learning outcome*

Becoming an Effective leader (O)
LO 1 Understand own ability to fulfil key responsibilities of the leadership role

Managing for Efficiency and effectiveness (O)
LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives – *Learners should include understanding of how to manage multiple teams as part of this learning outcome* |

Building Relationships	Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.	**Leading Innovation and Change (M)** LO3 Be able to lead and manage change within an organisation **Developing Critical thinking (M)** LO 2 Be able to critically assess the validity of management theories in relation to own beliefs, attitudes and values **Becoming an Effective leader (O)** LO 1 Understand own ability to fulfil key responsibilities of the leadership role **Partnership Working (O)** LO 1 Understand the principles of partnership working LO 2 Understand how to meet the needs and expectations of partners LO 3 Understand how to reach a partnership working agreement – *Learners should include understanding of how to manage conflict at all levels as part of these learning outcomes*
Communication	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non–verbal, digital) and how to apply them appropriately.	**Understanding the management role to improve management performance (M)** LO 2 Understand how communication and interpersonal skills affect managerial performance in the workplace – *Learners should include understanding of verbal, written, non-verbal and digital forms of communication and techniques as part of this learning outcome* **Becoming an Effective leader (O)** LO 1 Understand own ability to fulfil key responsibilities of the leadership role

Personal Effectiveness – Managing Self

Self –Awareness	Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.	**Understanding the management role to improve management performance (M)** LO 3 Be able to assess personal development opportunities to improve own managerial performance **Developing Critical Thinking (M)** LO 1 Be able to critically assess own beliefs, attitudes and value systems **Becoming an Effective leader (O)** LO 1 Understand own ability to fulfil key responsibilities of the leadership role
Management of Self	Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.	**Becoming an Effective Leader (O)** LO 2 Be able to evaluate own ability to lead others **Managing for Efficiency and Effectiveness (O)** LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives – *Learners should include understanding of* • time management techniques and tools • how to prioritise activities • how to manage multiple tasks as part of this learning outcome

Decision Making	Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.	**Leading Innovation and Change (M)** LO 1 Understand the need for innovation and change management within an organisation LO 2 Be able to propose innovative solutions to improve organisational performance **Developing Critical thinking (M)** LO 1 Be able to critically assess own beliefs, attitudes and value systems LO 2 Be able to critically assess the validity of management theories in relation to own beliefs, attitudes and values **Managing Projects in the Organisation** LO 1 Be able to manage a project in an organisation – *Learners should include understanding of data analysis as part of this learning outcome*

Organisational Performance – Delivering Results		
Operational Management	Able to input into strategic planning and create plans in line with organisational objectives. Support, manage and communicate change by identifying barriers and overcoming them. Demonstrate commercial awareness, and able to identify and shape new opportunities. Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis and interpretation of data.	**Managing Improvement (M)** LO 2 Be able to plan and implement projects to meet, and if possible exceed, customer requirements **Leading Innovation and Change (M)** LO 2 Be able to propose innovative solutions to improve organisational performance LO 3 Be able to lead and manage change with an organisation – *Learners should include evidence of* • *setting KPI's* • *providing management information based on the collation, analysis and interpretation of data* as part of this learning outcome **Making a Financial Case (M)** LO 2 Be able to make a financial case to inform a management decision **Managing Projects in the Organisation (O)** LO 1 Be able to manage a project in an organisation **Managing for Efficiency and Effectiveness (O)** LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives
Project Management	Plan, organise and manage resources to deliver required outcomes. Monitor progress, and identify risk and their mitigation. Able to use relevant project management tools.	**Managing Improvement (M)** LO 2 Be able to plan and implement projects to meet, and if possible exceed, customer requirements **Leading Innovation and Change (M)** LO 2 Be able to propose innovative solutions to improve organisational performance LO 3 Be able to lead and manage change with an organisation **Managing Projects in the Organisation (O)** LO 1 Be able to manage a project in an organisation – *Learners should include evidence of identifying risk and mitigation as part of this learning outcome*

Finance	Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach/ recommendations accordingly.	**Making a Financial Case (M)** LO 2 Be able to make a financial case to inform a management decision **Budgetary Planning and Control (O)** LO 1 Understand how budgetary planning and the effective and controlled implementation of budgets both support and deliver the organisation's objectives LO 2 Understand how to measure and monitor performance against budgets and their objectives

Interpersonal Excellence – Managing People and Developing Relationships

Leading People	Able to communicate organisational vision and goals and how these to apply to teams. Support development through coaching and mentoring, and enable and support high performance working. Able to support the management of change within the organisation.	**Becoming an Effective Leader (O)** LO 1 Understand own ability to fulfil key responsibilities of the leadership role LO 2 Be able to evaluate own ability to lead others **Managing Projects in the Organisation (O)** LO 1 Be able to manage a project in an organisation **Developing People in the Workplace (O)** LO 2 Be able to plan for an individual's development – *Learners should include evidence supporting development through coaching and mentoring as part of this learning outcome* **Managing for Efficiency and Effectiveness (O)** LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives LO 2 Be able to evaluate own ability to manage efficiently and effectively **Leading Innovation and Change** LO 3 Be able to lead and manage change within an organisation
Managing People	Able to manage talent and performance. Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery though others	**Becoming an Effective Leader (O)** LO 1 Understand own ability to fulfil key responsibilities of the leadership role LO 2 Be able to evaluate own ability to lead others **Developing People in the Workplace (O)** LO 2 Be able to plan for an individual's development – *Learners should include evidence of managing talent and performance as part of this learning outcome*

Building Relationships	Able to build trust, and use effective negotiation and influencing skills and manage conflict. Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans.	**Leading Innovation and Change (M)** LO 3 Be able to lead and manage change with an organisation **Managing Improvement (M)** LO 2 Be able to plan and implement projects to meet, and if possible exceed, customer requirements **Becoming an Effective Leader (O)** LO 1 Understand own ability to fulfil key responsibilities of the leadership role LO 2 Be able to evaluate own ability to lead others **Managing for Efficiency and Effectiveness (O)** LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives LO 2 Be able to evaluate own ability to manage efficiently and effectively **Partnership Working (O)** LO 1 Understand the principles of partnership working LO 2 Understand how to meet the needs and expectations of partners LO 3 Understand how to reach a partnership working agreement – *Learners should include evidence of using specialist advice and support as part of this learning outcome*
Communication	Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of media. Use of active listening, and able to challenge and give constructive feedback.	**Managing Projects in the Organisation (O)** LO 1 Be able to manage a project in an organisation **Becoming an Effective Leader (O)** LO 1 Understand own ability to fulfil key responsibilities of the leadership role LO 2 Be able to evaluate own ability to lead others **Developing people in the workplace (O)** LO 2 Be able to plan for an individual's development – *Learners should include evidence of the use of active listening, and giving feedback as part of this learning outcome* – *Learners should include evidence of the use of verbal, written, non-verbal and digital forms of communication as part of these learning outcomes*

Personal Effectiveness – Managing Self		
Self-Awareness	Able to reflect on own performance, working style and its impact on others.	**Understanding the Management Role to Improve Management Performance (M)** LO 3 Be able to assess personal development opportunities to improve own managerial performance **Developing Critical Thinking (M)** LO 2 Be able to critically assess the validity of management theories in relation to own beliefs, attitudes and values **Managing Improvement (M)** LO 1 Understand the effectiveness of the organisation and own ability to manage and improve quality to meet customer requirements **Becoming and Effective Leader (O)** LO 2 Be able to evaluate own ability to lead others **Managing Projects in the Organisation (O)** LO 2 Be able to evaluate own ability to manage a project **Managing for Efficiency and Effectiveness (O)** LO 2 Be able to evaluate own ability to manage efficiently and effectively
Management of Self	Able to create a personal development plan. Use of time management and prioritisation techniques.	**Understanding the Management Role to Improve Management Performance (M)** LO 3 Be able to assess personal development opportunities to improve own managerial performance **Managing Projects in the Organisation (O)** LO 2 Be able to evaluate own ability to manage a project - cover time management and prioritisation techniques – *Learners should include evidence of using time management and prioritisation techniques as part of this learning outcome* **Becoming and Effective Leader (O)** LO 2 Be able to evaluate own ability to lead others

Decision Making	Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques	**Leading Innovation and Change (M)** LO 2 Be able to propose innovative solutions to improve organisational performance LO 3 Be able to lead and manage change with an organisation **Making a Financial Case (M)** LO 2 Be able to make a financial case to inform a management decision **Managing Improvement (M)** LO 1 Understand the effectiveness of the organisation and own ability to manage and improve quality to meet customer requirements LO 2 Be able to plan and implement projects to meet, and if possible exceed, customer requirements **Understanding the Management Role to Improve Management Performance (M)** LO 1 Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals LO 2 Understand how communication and interpersonal skills affect managerial performance in the workplace **Managing Projects in the Organisation (O)** LO 1 Be able to manage a project in an organisation **Managing for Efficiency and Effectiveness (O)** LO 1 Be able to assess the organisation's ability to manage efficiently and effectively to achieve targets and objectives **Budgetary Planning and Control (O)** LO 1 Understand how budgetary planning and the effective and controlled implementation of budgets both support and deliver the organisation's objectives LO 2 Understand how to measure and monitor performance against budgets and their objectives

Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities.	Learners can show evidence of leadership behaviours throughout the programme. These could be could be evidenced or observed in a number of ways and may also come from activities associated with the units completed as part of the ILM qualification.
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.	
Agile	Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working.	
Professionalism	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values	

Next steps

For more information on how to make sure your qualifications align with the Trailblazer standards, please contact your Business Development Manager.

You may need to gain approval to deliver the Level 5 ILM VRQ Diploma in Leadership and Management if you are not already approved. Please contact your Quality and Compliance Manager to find out more.