



# First Line Management

Level 3

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## Qualification Structures

### CMI Level 3 Award in First Line Management

Candidates need to complete any combination of units to a minimum of 6 credits to achieve the qualification

### CMI Level 3 Certificate in First Line Management

Candidates need to complete any combination of units to a minimum of 13 credits to achieve the qualification

Units		Credit
Unit 3001	Personal development as a first line manager	6
Unit 3002	Resource planning	6
Unit 3003	Meeting stakeholder needs	6
Unit 3004	Managing and communicating information	6
Unit 3005	Developing individuals and teams	6
Unit 3006	Recruitment and selection	6
Unit 3007	Maintaining quality standards	6
Unit 3008	Improving team performance	7
Unit 3009	Management communication	6
Unit 3010	Being a leader	6

### CMI Level 3 Diploma in First Line Management

Candidates need to complete all core units (Group A) and two optional units (Group B) to a total of at least 42 credits to achieve the qualification

Units		Credit
<b>Group A</b>		
Unit 3001	Personal development as a first line manager	6
Unit 3002	Resource planning	6
Unit 3003	Meeting stakeholder needs	6
Unit 3004	Managing and communicating information	6
Unit 3005	Developing individuals and teams	6
<b>Group B</b>		
Unit 3006	Recruitment and selection	6
Unit 3007	Maintaining quality standards	6
Unit 3008	Improving team performance	7
Unit 3009	Management communication	6
Unit 3010	Being a leader	6

<b>Title:</b>	Personal development as a first line manager				
<b>Unit aim:</b>	This unit is about personal development and planning, work planning, relationship building and health and safety.				
<b>Level:</b>	3	<b>Unit Number:</b>	3001	<b>QCA Unit Number</b>	J/501/5005
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b>		<b>Assessment criteria</b>			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand how to develop and use a personal development plan		1.1 Identify the links between organisational objectives and personal development objectives  1.2 Prepare a personal development plan which meets agreed objectives  1.3 Identify a range of learning and development opportunities to support the achievement of the personal development plan  1.4 Review the progress of the plan			
2. Know how to plan and manage work		2.1 Describe the methods or processes available to determine work plan priorities  2.2 Explain how to manage time to achieve work plan objectives  2.3 Describe the reasons for incorporating flexibility into a work plan			
3. Understand how to develop and maintain effective working relationships to achieve objectives		3.1 Explain the styles and approaches to leadership which would be used in different situations to encourage productive working relationships  3.2 Explain how to develop and maintain good working relationships with managers, colleagues and team members  3.3 Describe how to work with team members to maintain standards of work and behaviour that achieves objectives			
4. Be able to maintain a healthy, safe and productive working environment		4.1 Identify the responsibilities of a first line manager to ensure a healthy and safe working environment  4.2 Explain how health and safety risks are identified and how these are monitored to ensure Health and Safety in the workplace  4.3 Identify the actions to be undertaken after identifying a Health and Safety risk			

<b>Title:</b>	Resource planning				
<b>Unit aim:</b>	This unit is about planning, modifying and controlling resources.				
<b>Level:</b>	3	<b>Unit Number:</b>	3002	<b>QCA Unit Number</b>	R/501/5007
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b> <i>The learner will:</i>		<b>Assessment criteria</b> <i>The learner can:</i>			
1. Understand how to plan resource needs with the team		1.1 Identify a teams responsibilities in connection with managing resources  1.2 Describe the components of a plan which manages the team's use of resources to achieve the teams objectives  1.3 Describe the impact of environment and legal factors on the team resource plan			
2. Understand the need for change to resource requirements		2.1 Identify how information obtained impacts on changes to resource requirements.  2.2 Describe trends and developments that affect resources  2.3 Identify the impact of resource change on the teams objectives			
3. Be able to monitor, record and control resources within the work area		3.1 Describe the need to monitor and record the use of resources  3.2 Explain the importance of recording relevant and accurate information and using records to plan for future resource requirements			

<b>Title:</b>	Meeting stakeholder needs				
<b>Unit aim:</b>	This unit is about identifying, meeting and supporting stakeholder requirements.				
<b>Level:</b>	3	<b>Unit Number:</b>	3003	<b>QCA Unit Number</b>	Y/501/5008
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b>		<b>Assessment criteria</b>			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Be able to identify stakeholders and plan to meet their needs		1.1 Identify stakeholders in relation to the team's objectives 1.2 Describe how the team's objectives meets stakeholder requirements 1.3 Identify work plans with the team, gaining commitment to meet stakeholder needs 1.4 Evaluate and modify the work plans to meet the stakeholder needs			
2. Understand the process required to continually improve meeting stakeholder needs		2.1 Identify improvements to meet stakeholder needs 2.2 Identify resources and costs to support improvements 2.3 Identify benefits obtained from improvements			
3. Be able to prepare a case to support a change in meeting stakeholder needs		3.1 Identify the individuals to whom a case for change is to be made 3.2 Describe the components of a case for change 3.3 Identify how a case for change supports the team's objectives 3.4 Describe how to monitor and review the effect of the change			

<b>Title:</b>	Managing and communicating information				
<b>Unit aim:</b>	This unit is about gathering, analysing and communicating information.				
<b>Level:</b>	3	<b>Unit Number:</b>	3004	<b>QCA Unit Number</b>	D/501/5009
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b> <i>The learner will:</i>		<b>Assessment criteria</b> <i>The learner can:</i>			
1. Know how to gather and select data		1.1 Describe criteria used in sourcing data 1.2 Identify quantitative and qualitative sources of data 1.3 Access data in line with legal and organisational requirements relevant to a work related activity			
2. Understand how to interpret data and information related to a work activity		2.1 Select data and information specifically related to the work activity 2.2 Identify trends and patterns 2.3 Identify the impact of the trends and patterns on future activities 2.4 Identify conclusions and make recommendations			
3. Know how to communicate the results of the information analysis		3.1 Identify the communication methods that could be used 3.2 Identify the target audience for the communication 3.3 Evaluate the impact of the communication			

<b>Title:</b>	Developing individuals and teams				
<b>Unit aim:</b>	This unit is about identifying the development opportunities of individuals and teams to meet team and organisational objectives.				
<b>Level:</b>	3	<b>Unit Number:</b>	3005	<b>QCA Unit Number</b>	R/501/5394
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b> <i>The learner will:</i>		<b>Assessment criteria</b> <i>The learner can:</i>			
1. Understand the factors involved in leading a team to achieve agreed objectives		1.1 Describe the principles underlying leadership of individuals and teams  1.2 Identify the links between individuals, teams and organisational objectives  1.3 Explain the methods of communicating individual and team objectives			
2. Understand the current competencies of individuals and teams		2.1 Describe the methods of conducting individual and team competence reviews  2.2 Identify the links between current competencies and the team and organisational objectives  2.3 Identify the activities to support the development of current competencies of the team to current and future team and organisational objectives			
3. Know how to develop the competencies of individuals and teams		3.1 Identify development opportunities for individuals and teams  3.2 Describe the methods of agreeing development opportunities with individuals and teams  3.3 Identify processes to measure and review individual and team development objectives			

<b>Title:</b>	Recruitment and selection				
<b>Unit aim:</b>	This unit is about identifying the need for staff, and the recruitment and selection process.				
<b>Level:</b>	3	<b>Unit Number:</b>	3006	<b>QCA Unit Number</b>	D501/5396
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b> <i>The learner will:</i>		<b>Assessment criteria</b> <i>The learner can:</i>			
1. Understand the purpose of a recruitment and selection process.		1.1 Identify the requirement to review the current staffing levels against organisational needs 1.2 Collect data and information to support the review of staffing levels 1.3 Prepare a report to support a case for staff			
2. Understand the process for recruitment		2.1 Describe the stages of a recruitment process 2.2 Identify the component parts of a job description and a person specification 2.3 Identify the legal and organisational requirements that apply to the recruitment process			
3. Understand the process for selection		3.1 Describe the stages of a selection process 3.2 Describe the methods that can support the selection decision 3.3 Identify the legal and organisational requirements that apply to the selection process			

<b>Title:</b>	Maintaining quality standards				
<b>Unit aim:</b>	This unit is about concepts of quality, the impact of quality and the measurement of quality in teams and organisations.				
<b>Level:</b>	3	<b>Unit Number:</b>	3007	<b>QCA Unit Number</b>	H/501/5397
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b> <i>The learner will:</i>		<b>Assessment criteria</b> <i>The learner can:</i>			
1. Understand the concept of quality		1.1 Describe the meaning of 'quality' in the organisational context  1.2 Identify the factors that affect quality in the organisation  1.3 Describe the role and responsibilities for quality in the organisation			
2. Understand the impact of quality on team operations		2.1 Identify areas of team operations that can be affected by quality  2.2 Identify the benefits of quality to a team  2.3 Describe the impact of team quality on the organisation's objectives			
3. Understand how to measure an aspect of quality for a team activity		3.1 Explain how work is measured against quality standards  3.2 Explain how to measure work against organisational quality standards  3.3 Describe how to respond to quality measurement results			

<b>Title:</b>	Improving team performance				
<b>Unit aim:</b>	This unit is about the impact of individuals performance on teams, recognising performance behaviours and implementing improvement measures.				
<b>Level:</b>	3	<b>Unit Number:</b>	3008	<b>QCA Unit Number</b>	K/501/5031
<b>Credit value:</b>	7	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b> <i>The learner will:</i>		<b>Assessment criteria</b> <i>The learner can:</i>			
1. Be able to identify issues which affect performance		1.1 Describe the manager's role in identifying performance issues in the team  1.2 Describe how to evaluate individual and team performance and behaviours  1.3 Identify the limits of responsibility for dealing with individual and team performance			
2. Know how to select and apply the best course of action to address a performance issue		2.1 Identify the range of approaches available  2.2 Describe the different methods available in providing help and support in order to improve performance of an individual  2.3 Explain how to conduct a performance counselling session for an individual  2.4 Explain the importance of maintaining confidentiality			
3. Be able to take action to achieve the performance issue of an individual		3.1 Agree with a team member an action plan to address a performance issue  3.2 Explain the range of support services available  3.3 Explain how to ensure that the desired outcomes are achieved  3.4 Explain the circumstances when disciplinary and grievance procedures may be invoked  3.5 Explain the first line manager's role in a disciplinary and grievance situation  3.6 Identify why records of action plan achievements and actions taken are required			

<b>Title:</b>	Management communication				
<b>Unit aim:</b>	This unit is about the identification, selection and use of management communication techniques.				
<b>Level:</b>	3	<b>Unit Number:</b>	3009	<b>QCA Unit Number</b>	M/501/5032
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	20		
<b>Learning outcomes</b> <i>The learner will:</i>		<b>Assessment criteria</b> <i>The learner can:</i>			
1. Understand the importance and principles of management communication		1.1 Describe the role of communication in the management environment  1.2 Identify the effects of communication on management practice  1.3 Describe the communication principles that support team activities			
2. Understand how to use methods of communication to achieve the management objectives		2.1 Describe the processes for conducting a team briefing  2.2 Identify the stages of organising and leading a formal management meeting  2.3 Describe the structure of a written management report			
3. Understand how to review the effectiveness of communication in the achievement of the management objectives		3.1 Identify feedback methods to determine impact of communication  3.2 Evaluate the feedback to determine achievement of the management objectives			

<b>Title:</b>	Being a leader				
<b>Unit aim:</b>	This unit is about the leadership skills of a leader who has first line management and leadership responsibility.				
<b>Level:</b>	3	<b>Unit Number:</b>	3010	<b>QCA Unit Number</b>	Y/501/8135
<b>Credit value:</b>	6	<b>Guided Learning Hours</b>	25		
<b>Learning outcomes</b>		<b>Assessment criteria</b>			
<i>The learner will:</i>		<i>The learner can:</i>			
1. Understand the organisational requirements for the leader		1.1 Identify the organisational requirements for respecting the cultures, values and ethics of others 1.2 Describe the levels of authority and responsibility of the leader in the organisation 1.3 Explain the impact of the leader on personal objectives and team achievement 1.4 Describe the role of the leader in maintaining integrity, fairness and consistency in action planning and decision making			
2. Be able to understand leadership styles		2.1 Describe the relationship between management and leadership 2.2 Describe leadership styles and opportunities for development for the leader 2.3 Explain action-centred leadership 2.4 Discuss how and why leadership styles need to be adapted in different situations			
3. Understand how the leader builds a shared sense of purpose with a team		3.1 Describe how to establish a culture of mutual trust and respect with the team 3.2 Identify techniques to motivate and encourage the development of team members 3.3 Describe how the leader develops the teams understanding of its shared purpose and organisational direction			