SENIOR NCO CLM COURSE

Completion Pack | September 2018 | Version 4
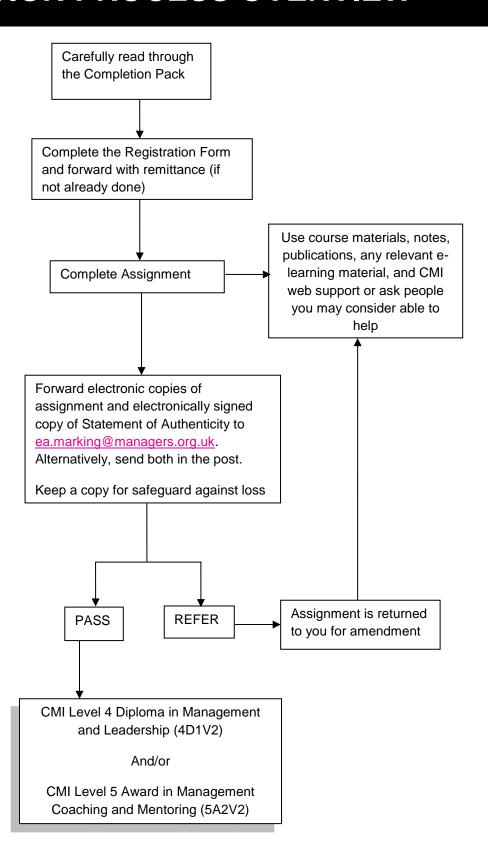
CMI
Chartered
Management
Institute

CONTENTS

COMPLETION PROCESS OVERVIEW

Carefully read through the Completion Pack

Complete the Registration Form and forward with remittance (if not already done)

Complete Assignment

Use course materials, notes, publications, any relevant e-learning material, and CMI web support or ask people you may consider able to help

Forward electronic copies of assignment and electronically signed copy of Statement of Authenticity to ea.marking@managers.org.uk. Alternatively, send both in the post.

Keep a copy for safeguard against loss

PASS

REFER

Assignment is returned to you for amendment

CMI Level 4 Diploma in Management and Leadership (4D1V2)

And/or

CMI Level 5 Award in Management Coaching and Mentoring (5A2V2)

INTRODUCTION

The Chartered Management Institute (CMI) has undertaken detailed mapping of the MOD service courses with a view to recognising them against nationally recognised qualifications. CMI has fully recognised that your SNCO course meets some of the requirements for the CMI Level 4 Diploma in Management and Leadership.

These qualifications are:

1. **The CMI Level 4 Diploma in Management and Leadership** comprising units that total 610 TQT/61 credits. You need do no additional work to register for this qualification

2. **The CMI Level 4 Diploma in Management and Leadership** and the **bonus** of a **CMI Level 5 Award in Management Coaching and Mentoring**. By completing and submitting 2 assignments (**4005V1 and 5014V1**) for external assessment, you are:
   - adding 2 extra units to the Diploma, increasing the credits to 74/740 TQT
   - earning a bonus Coaching and Mentoring qualification

3. **Standalone CMI Level 5 Award in Coaching and Mentoring**. CMI has recognised that during your SNCO CLM course there was instruction in the identification of training and development needs of individuals and teams and the application of coaching and mentoring to improve performance. By completing and submitting this assignment (**5014V1**) for external assessment, you may be awarded the qualification. Standard Learning Credit may be available to offset your personal cost.

Note: You may register for any of these qualifications but this must be clearly indicated on the Registration Form. Combining qualifications will increase personal cost, though this may be substantially reduced if SLCs can be used. This pack contains the 2 external assignments.

To acquire the CMI Level 4 Diploma in Management and Leadership with extended credits and bonus CMI Level 5 Award in Management Coaching and Mentoring you must complete and submit assignments for Units 4005V1 and 5014V1, comprising a number of tasks, and contained in this completion pack.

For the standalone CMI Level 5 Award in Management Coaching and Mentoring you must complete and submit the assignment for Unit 5014V1, comprising a number of tasks, and contained in this completion pack.

All of these qualifications are immediately transferable to, and acknowledged by, the civilian business world as a benchmark qualification expected for a first line management position. The qualifications are commended to all students as an extremely valuable addition to your in-service qualifications.

Note that you have 9 months to submit your external assignments for marking. It is very important that you contact CMI by telephone: +44 (0) 1536 207496 before this time if you are encountering difficulties (see below).

- **If there is no contact, CMI will default Option 1 certification to the CMI Level 4 Diploma in Management and Leadership at 610 TQT/61 credits; CMI will not refund the additional fee for the CMI Level 5 Award in Management Coaching and Mentoring.**

- **After this time Options 2 and 3 will be deemed lapsed. There are no refunds for lapsed candidates.**

SUPPORT FOR GAINING CMI QUALIFICATIONS

This CMI qualification Completion Pack provides you with the support information you need for the External Assignments.

For the duration of your qualification programme you are given complimentary 'Affiliate Membership' of CMI, enabling you to access a wide range of support material on the CMI Studying Members website. If already a member you cannot claim refund of membership fees.

NOTE: If you have not already registered on to the CMI Website you now need to do so using the information contained in your CMI Welcome Letter.

Go to the ManagementDirect page and once logged in, to access support for Units 4005V1V1 and 5014V1 use the following steps:

Unit 4005V1

- Opening Screen – Place mouse arrow over the ' "More" option and select "CMI Qualifications" from the options
- Next Screen – Shows a list of qualifications. Select **4D1V2 – CMI Level 4 Diploma in Management and Leadership** and 'click'.
- Next Screen – Select Unit '4005V1' and 'click'. This will open Unit 4005V1 Learning Outcomes (LOs). Between the LOs there are red font links to 'Find Resources'. By 'clicking' these open you will find comprehensive support for the appropriate LO. Resources include documents, podcasts, video clips and recommended reading. Note that there may find some duplication of resource references as the LOs are interrelated.

Unit 5014V1

- Follow the process as for Unit 4005V1 above but at the third bullet point 'List of qualifications', select **5D2V2 – CMI Level 5 Diploma in Management Coaching and Mentoring** and 'click'.
- Next Screen – Select Unit '5014V1' and 'click'. This will open Unit 5014V1 Learning Outcomes (LOs). Between the LOs there are red font links to 'Find Resources'. By 'clicking' these open you will find comprehensive support for the appropriate LO. Resources include documents, podcasts, video clips and recommended reading. Note that there may find some duplication of resource references as the LOs are interrelated

Unsure about anything?

Please contact CMI on:

- +44 (0) 1536 207496 during office hours (0900-1700 hours Monday to Friday), or
- at mod@managers.org.uk

ADDITIONAL UNIT COMPLETION REQUIREMENTS

You are required to complete <u>two additional unit assignments</u> to obtain the CMI Level 4 Diploma in Management and Leadership at 740 TQT/74 credits that incorporate a bonus CMI Level 5 Award in Management Coaching and Mentoring.

You are required to complete <u>one additional unit assignment</u> to obtain the 'standalone' CMI Level 5 Award in Management Coaching and Mentoring.

Guidance on completing the assignments and submitting your work to CMI are on pages the following pages. You are also encouraged to submit a reflective statement of no more than 300 words (in addition to the assignment word count) describing the value and knowledge gained from undertaking the assignment. This statement will not be assessed; however it encourages you to review the value and application of your learning.

CMI Level 4 Diploma in Management and Leadership	Credits	Met/ Not Met by SNCO CLM	Actions
Units 4001V1 – Managerial styles and behaviours	6	Met	None
Unit 4002V1 - Managing stakeholders' expectations	7	Met	None
Unit 4003V1 – Understanding organisational culture, values and behaviours	7	Met	None
Unit 4006V1 – Management and leadership influencing skills	7	Met	None
Unit 4007V1 – Managing interviews	7	Met	None
Unit 5001V1 – Personal development as a manager and leader	6	Met	None
Unit 5012V1 – Being a leader	7	Met	None
CMI Level 4 Diploma in Management and Leadership (74 credits/740 TQT) **CMI Level 5 Award in Management Coaching and Mentoring**			
Unit 4005V1 – Management report writing	6	Not met	Register and pass additional assignments
Unit 5014V1 – Introduction to management coaching and mentoring	6	Not met	Register and pass additional assignments
CMI Level 5 Award in Coaching and Mentoring			
Unit 5014V1 - Introduction to management coaching and mentoring	6	Not Met	Register and pass additional assignment

QUALIFICATION REGISTRATION

If you have not already done so, you need to register for each of your selected qualifications. All registration forms must be accompanied by evidence that you have successfully completed your CLM course (copy of the relevant section of your end of course certificate signed off by an officer of SO2 rank), and the requisite remittance (cheque or credit card details). Send this to the CMI at the address shown on the form.

SUBMISSION OF ASSIGNMENTS

Submitting your work for:

- CMI Level 4 Diploma in Management and Leadership
- CMI Level 5 Award in Management Coaching and Mentoring

Once you have completed an assignment, you must forward it, along with a signed copy of the Statement of Authenticity (as a single file with your completed Statement of Authenticity as the first page) by e-mail to **ea.marking@managers.org.uk**. The assignment must not exceed a file size of 5MB. You are strongly advised to keep a copy of your assignment to safeguard against loss; your assignment will not be returned to you but will be destroyed by safe and confidential means.

Please note that CMI does offer a paper based assessment service for learners who are unable to provide an electronic copy. Post the assignment along with your signed Statement of Authenticity to:

External Assignments/MOD,
Awarding Body,
Management House,
Cottingham Road,
Corby,
Northamptonshire NN17 1TT.

PASS: If a pass is achieved, the Institute will issue you with your qualification certification and your units / credit certificate along with an offer of graded membership of the Chartered Management Institute. This level of membership may be lower than that offered by the MOD guaranteed membership scheme – you can opt for either.

REFERRAL: If your assignment does not meet the pass standard, it will be returned to you with guidance notes for completion. You must meet the additional requirements before re-submitting the assignment. You will be allowed one further re-submission (i.e. 2 in total).

Following two Referrals for your assignment, a Resubmission Fee of £15 (+ VAT) will be payable to CMI before work is reassessed. For more information please contact ea.marking@managers.org.uk or call 01536 207496 option 1.

ASSESSMENT GUIDANCE FOR LEARNERS

CMI provides a comprehensive external quality assessment service. Currently all units within the Management and Leadership & Coaching and Mentoring qualifications from level 3 to 7 have an assignment brief available.

CMI provide a six week service level on all assignments received.

Learners are required to complete all tasks and Assessment Criteria.

ASSESSMENT GUIDELINES

All work must be submitted in a single electronic document (.doc file). The document must be marked with the learners name, number and unit number. Electronic assignments should be sent to **ea.marking@managers.org.uk**.

Please note CMI do offer a paper based assignment service for learners that are unable to provide an electronic copy only. Please post the assignment to External Assignments, Awarding Body, Management House, Cottingham Road, Corby, Northamptonshire, NN17 1TT.

The assignment should be your own work and not direct copies of theories or models. Any models described and other quotes used must be properly attributed and referenced as appropriate. Learners must acknowledge or reference any sources that have been used to complete the assignment, listing reference material and web sites used, appendices must not be included.

Learners are encouraged to produce a reflective statement of no more than 300 words (which does not count towards the final word count), describing the value and knowledge gained from undertaking this assignment. The reflective statement is not assessed; however it encourages you to review the value and application of your learning.

Word count: 2500 - 3000

PLAGIARISM & COLLUSION

In submitting the assignment the learner must complete a statement of authenticity (included in the Completion Pack) confirming that the work submitted for all tasks is their own and does not contravene CMI policies including word count and plagiarism.

Academic offences, including plagiarism and collusion, are treated very seriously. Plagiarism involves presenting work, excerpts, ideas or passages of another author without appropriate referencing and attribution. Collusion occurs when two or more learners submit work which is so alike in ideas, content, wording and/or structure that the similarity goes beyond what might have been mere coincidence. Plagiarism and collusion are very serious offences and any learner found to be copying another learner's work or quoting work from another source without recognising and disclosing that source will be penalised.

In submitting their assignment for the unit, and completing the relevant statement of authenticity, learners are confirming that the work submitted for all tasks is their own and does not contravene the CMI policies including word count, plagiarism and collusion. CMI reserves the right to return assignments if the necessary statements of authenticity have not been completed.

Learners found to be in breach of these regulations will be reported to the relevant CMI contact for deliberation. The learner will be notified in writing of the outcome of the investigation. In the event that a learner is found to have perpetrated malpractice, the learner will be withdrawn from his/her qualification immediately; fees will not be refunded, the relevant Regulatory Body will be informed and membership of the CMI will be withdrawn.

APPENDICES

Appendices should not be included. All use of tables, graphs, diagrams, Gantt chart and flowcharts should be incorporated into the main text of the assignment. Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment but not included.

CONFIDENTIALITY

Where learners are using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion in an assignment. Where confidentiality is an issue, studying members are advised to anonymise their assignment so that it cannot be attributed to that particular organisation.

WORD COUNT POLICY

In total, it is required that your assignment should be between 2500 - 3000 words. Learners must comply with the required word count, within a margin of +10%.These rules exclude the index (if used), headings, information contained within references and bibliographies. When an assessment task requires learners to produce presentation slides with supporting notes, the word count applies to the supporting notes only.

Where a learner's work has contravened the word count policy, it will be reviewed by the Marker and Lead Moderator before a final decision is made.

REFERENCING AND PROFESSIONALISM

A professional approach to work is expected from all learners. Learners must therefore identify and acknowledge ALL sources/methodologies/applications used. The learner must use an appropriate referencing system to achieve this. Whilst marks are not awarded for the use of English, the learner must express ideas clearly, succinctly, and ensure that appropriate terminology us used to convey accuracy in meaning.

INSTRUCTIONS AND INFORMATION FOR LEARNERS

The external assignment is set and assessed by the Chartered Management Institute. It is designed to assess your achievement of all the Learning Outcomes and associated assessment criteria in the relevant unit of the qualification you are undertaking.

You should make sure that you plan your work carefully, to ensure that you cover all the requirements of the assignment, and complete it within the time limit specified.

Your statements, in answer to the tasks, need to be prefixed with the specific task number and unit title. This will help you keep on track and should ensure you address the details. Work submitted without a task prefix will be returned unmarked. Your statements should not be just a description of work place activities but should include what you have learned from your programme of study. In other words you need to show how you can relate what you have learned to day-to-day management activities.

You must submit your work as a single electronic word document (.doc file). You should mark the assignment with your name, learner number, the unit number, your Centre name – Britannia Royal Naval College - and a brief description of the context in which the assignment was undertaken. You may include a title page if you wish. **You must show a total word count on the front page of your assignment**. You are strongly advised to keep a copy of your completed assignment before you submit it for assessment – the copy you submit will not be returned to you.

Your assignment may be kept by the CMI for quality assurance purposes. Any assignment not kept for quality assurance will be securely destroyed.

CMI will assess your assignment, and the result will be sent to you, normally within 6 weeks of receipt by the Institute.

If your assignment is assessed as referred, notification will be sent to you with an indication of the areas to be addressed. You may resubmit an assignment on a further two occasions during your period of registration as a CMI learner.

If there is anything in these instructions or in the assignment itself which you do not understand, please seek guidance from CMI by phone on 01536 207496.

UNIT 4005V1

Assignment Brief: Management Report Writing

» INTRODUCTION

This unit is about understanding the skills and competencies involved in management report writing.

» SCENARIO

Learners may use their own employment context, or that of another organisation with which they are very familiar to base their assignment. However, in the case that they are not able to do so, please use the below scenario:-

You are a manager, leading a team of 6 staff. Your work area is required to reduce its cost of operation and your line manager has requested a report which shows the options available, your conclusions and recommendations

» TASK 1

Determine three reasons why a management report may be produced and give examples of how SMART management reporting can assist in the achievement of organisational objectives.

Compare the different formal and informal management reporting mechanisms and give examples of the different structures applicable to both types of reporting.

Guideline word count: 600 - 750 words

A.C. 1.1 - Determine circumstances which could require a management report

A.C. 1.2 - Compare the methods of management reporting available to a manager

» TASK 2

Explain the purpose and the sponsor(s) of a specific management report you are likely to have to produce and explain the reporting mechanism that ought to be used.
Identify the terms of reference of the report and include a brief explanation of the different sections within this management report.
Provide conclusions and recommendations for action which support the terms of reference of the report.

Guideline word count: 1,100 - 1,250 words

A.C. 1.3 - Justify a method of management reporting to achieve a management objective

A.C. 2.1 - Construct the terms of reference for a report

A.C. 2.2 - Identify the component parts of a written management report

A.C. 2.3 - Produce conclusions and recommendations that meet the report objective or terms of reference

In relation to the management report in task 2, identify the data and information gathered prior to the production of the report and distinguish the differences between data and information.
Create criteria for the selection of data and information and evaluate the analysis tools you used in support of your conclusions and recommendations in your report.

Guideline word count: 800 - 1,000 words

A.C. 3.1 - Distinguish between data and information

A.C. 3.2 - Create criteria to select data and information

A.C. 3.3 - Evaluate methods to analyse data and information

UNIT 5014V1

Assignment Brief: Introduction to management coaching and mentoring

» INTRODUCTION

This unit is concerned with an evaluation of coaching and mentoring processes in the work place.

» SCENARIO

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario:-

You are a manager, leading a team of 6 staff. You have been asked to investigate the role and benefits of a coaching and mentoring system for possible introduction into your work place.

» TASK 1

Describe how the differing roles of coaching and mentoring can support the development and management of the organisation's human resources. You should include an evaluation of the differences between coaching and mentoring.

Guideline word count: 600-700 words

A.C. 1.1 - Describe the purpose of coaching in human resources development

A.C. 1.2 - Describe the role of mentoring in management

A.C. 1.3 - Evaluate the difference between coaching and mentoring

» TASK 2

Evaluate the benefits of successful coaching and mentoring programmes in the performance management of teams and individuals, and the organisation as a whole.

Guideline word count: 700-900 words

A.C. 2.1 - Evaluate the benefits of coaching in performance management

A.C. 3.1 - Evaluate the benefits of mentoring in performance management

Explain the contribution of both coaching and mentoring in team learning.

Guideline word count: 600-700 words

A.C. 2.2 - Explain the role of coaching in team learning

A.C. 3.2 – Explain the role of mentoring in team learning

Analyse the roles of a manager firstly as a mentor and secondly as a coach in developing teams and individuals and contributing to performance management processes.

Explain the linkages on the achievement of organisational objectives if an organisation were to adopt a culture of coaching and mentoring.

Guideline word count: 600-700 words

A.C. 4.1 - Analyse the role of a manager as a coach

A.C. 4.2 - Analyse the role of a manager as a mentor

A.C. 4.3 - Explain how coaching and mentoring is linked to organisational objectives

STATEMENT OF AUTHENTICITY

THIS STATEMENT MUST BE COMPLETED AND ELECTRONICALLY SIGNED BY YOU AND ATTACHED TO (EACH ONE OF) YOUR COMPLETED ASSIGNMENT(S) (ie. one for each assignment if submitting more than one) WHEN SUBMITTED FOR ASSESSMENT.

Qualfication:

CMI Level 4 Diploma in Leadership and Management ☐

CMI Level 4 Diploma in Management and Leadership + bonus CMI Level 5 Award in Managment Coaching and Mentoring (Units 4005V1 & 5014V1) ☐

CMI Level 5 Award in Coaching and Mentoring (Unit 5014V1) ☐

Unit Numbers:
Centre: MOD – SNCO   **Course Number and Date:**

Candidate Statement: Confirmation of Authenticity:

Name	Learner Number if known	Learners E-mail address

I confirm that:

- I am registered on this programme with the Chartered Management Institute
- I am, to the best of my knowledge, the sole author of the completed assignment submitted.
- The attached completed assignment is all my own work, and does not include any work completed by anyone other than myself.
- I have completed the assignment in accordance with CMI's instructions and within the time limits set as given on my CMI Registration Form.

Address	Details	Note (in the Details column)
Name		If using a military address then enter the address clearly giving:
Street Number		
Street / Road Name		Name.
		Sub Unit.
Town Name		Unit.
Post Code		Any other relevant details e.g. BFPO
Country		Number.

By signing my name below I am agreeing that I have read and understood the Learner Statement of Authenticity

Signature: Date:

MANAGEMENT REPORT WRITING

Unit Level	4
Unit Number	4005V1
Ofqual Reference	T/504/9019
Credit Value	7
Total Unit Time	70
Guided Learning Hours	25

Good Practice

The military context examples here are provided in addition to the Good Practice guidance issued in the qualification syllabus for this unit, and both should be referred to when seeking guidance. It is intended to provide suggestions to assist learners in completing the assignment, and should not to be taken as a prescriptive outline of required content.

LEARNING OUTCOMES	ASSESSMENT CRITERIA	GOOD PRACTICE
1 Understand the purpose of management reporting	**1.1** Determine circumstances which could require a management report	**Note of caution:** a personal appraisal, such as the MPAR, SJAR or OJAR, is a performance report and should not be used as a management report.
	1.2 Compare the methods of management reporting available to a manager	Using examples of different military reports will help you here to define the different circumstances in which a report might be needed. Consider the different objectives/purposes of the reports you come across in your work context. Examples could include the Commander of a Close Protection Team (CPT) submitting a Post-Operational Report (POR) following a deployment

				to provide an accountable record of how the CPT operated to facilitate their mission. Another example could be a 'lessons identified' report following a drill or exercise to highlight strengths and weaknesses. A Post Exercise Report (PXR) could be created to ensure that the lessons identified become lessons learned, or an informal verbal briefing could be given as part of a wash-up or after-action review. A further example could be a catering department that has to produce a monthly Budget Analysis report, comparing the budgeted figures against actual results to analyse forecasting and planning against accounting requirements laid out in JSPs.
		1.3	Justify a method of management reporting to achieve a management objective	When considering the different methods available, consider how the reports are presented to Commanders through formal and informal methods, in both verbal and written formats.
				Choose one method of reporting and justify its use. For example, you might explain that a written report is most appropriate for a Post-Mission report as it may have a number of uses, e.g. answering RFIs, or determining servicing schedules of equipment.
2	Be able to construct a written management report	**2.1**	Construct the terms of reference for a report	Once the reporting method is justified in AC1.3, you need to provide evidence that you can construct the report. As the nature of many military reports is classified, you do not need to actually produce the report itself or give the actual content, but should give an outline of the TORs and component parts. You may find it useful to think of a specific report you have had to produce and describe it here. For example, the content of the CPT's POR identified above could be given in general rather than in specific detail - you may
		2.2	Identify the component parts of a written management report	

				outline that the report might contain information on the CPT's suitability and serviceability of weapons and vehicles, a record of movements and missions, a breakdown of day-to-day ops and a record of disciplinary issues during the operational tour. If different personnel are responsible for different sections you would outline this here, for example the stores rep might provide the inventory of stores, whilst the intelligence rep might provide information on mapping and reconnaissance issues for the POR, to name a few. You could then detail how the report would be written, for example starting with an introduction and BLUF (Bottom Line Up Front), followed by sections covering a G1 review on Personnel and Administration, a G2 review on Intelligence and Security, a G3 review on Operations or Training etc. You should state the conclusions and recommendations, and could perhaps include an expansion on the BLUF or suggest different Courses of Action to demonstrate your clear, logical thought process in creating the report.
		2.3	Produce conclusions and recommendations that meet the report objective or terms of reference	
3	Understand the collection and analysis of data and information required for a written management report	3.1	Distinguish between data and information	Examples of data the CPT could use to construct their POR could include the Operational Movement Record, which would contain data on times, dates, passengers and locations of the team's movements, or statistics from the intelligence rep on the number of insurgent attacks, vehicle-borne IEDs used, small arms fire encounters etc. Examples of information could include the trends in insurgent Modus Operandi or the threat to Coalition Forces troops, and could be provided by SMEs, for example based upon contributions by Team Members on their specific areas of responsibility. You should explain which
		3.2	Create criteria to select data and information	

		3.3	Evaluate methods to analyse data and information	methods of data and information analysis are most useful for the production of your report, perhaps considering methods such as statistical representation of figures vs. comparison of data and information to previous tours, other CPTs on the same deployment or against pre-defined expectations from PDT.

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims	This unit is about the skills of writing a management report, developing report objectives, gathering and analysing data and information, and drawing conclusions and making recommendations to meet objectives.