

Defence Instructions and Notices	
(Not to be communicated to anyone outside HM Service without authority)	
Title:	The Army Skills Offer
Audience:	All serving Army Personnel
Applies:	1 June 2014
Expires:	May 2016
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Reference:	2015DIN07-053 – amended 24 Sep 15 [Superseded DIN 2016DIN07-019]
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Channel:	07 – Training and Education
Content:	Information on the new Army Skills Offer which entitles all serving Army personnel to one free civilian qualification following pan-Army courses, at each educational level.
Sponsor:	Directorate of Educational Capability (D Ed Cap)
Contact:	DII: Army EdCap-SkillsQuals-E1
Keywords:	Accreditation; Whole Life Development (WLD); Personal Development; Qualifications
Local Keywords:	WLD, Employability Skills, Leadership & Management, Instructor, Skills, Qualifications,
Supplements: (Please click on the links to access >>>>)	Annex A: Army Skills Offer Application Form
Related Info:	www.army.mod.uk/qualifications D Ed Cap
Classification:	OFFICIAL

ARMY SKILLS OFFER

Introduction

1. The Army Skills Offer to Regular and Reserve personnel and their current and future civilian employers is that throughout a soldier's Army career the Army will provide opportunities for them to gain civilian qualifications as a result of Army training and service – and will pay for them. These qualifications range from Level 1-8 on the [Qualifications Credit Framework \(QCF\)](#) and include academic and vocational qualifications for pan-Army training and service.

2. For Regular and Reserve soldiers, the Army Skills Offer will provide and pay for **one** qualification per course for soldiers who have successfully completed Ph1 training, the Range Management course and for each Command Leadership and Management (CLM). For example, a WO who has successfully completed JNCO CLM, SNCO CLM and WO CLM can apply to the Army Skills Offer for a qualification for each of these three courses – gaining three qualifications at three different levels. For Regular and Reserve Officers the Army Skills Offer will provide and pay for **one** qualification per course for RMAS, JOLP 3 & JOTAC, CWC, ICSC(L) and ROSC(L). Please note that Army personnel are to visit the websites of the Awarding Organisations and make their own decision on which

qualification will work best for them. Personal development advice can be obtained from local Army Education Centres.

3. Further funded opportunities at Level 8 / PhD are available to all Army personnel by application through the Part Time Post Graduate Masters' level Studies at Cranfield University DIN (2015DIN07-022) and the Higher Defence Studies Programme DIN (2015DIN07-055).

4. The Army Skills Offer will run until May 2016, when an assessment will be made of the uptake and a decision will be taken on its continuation.

5. **Retrospective funding.** Please note that the Army Skills Offer cannot refund Army personnel who have already paid for accreditation for pan-Army career management courses included in the Army Skills Offer. However, where there is more than one qualification on offer for a course, the Army Skills Offer can buy you a second qualification for the same course.

Eligible Army Courses

6. The following table shows the names of the current Army training courses, with the level of qualification possible, name of the Awarding Body and the civilian qualification. These details may change over the course of the Army Skills Offer. An up-to-date list will always be available on the following links: www.army.mod.uk/qualifications and by accessing the [D Ed Cap](#) Defence Intranet site, along with the eligibility criteria for each qualification. Details on any assignments and CVs required by the awarding organisations can be found on the MoD pages of their websites – links to these pages are available on www.army.mod.uk/qualifications.

Ser	Career Management Course	Rank	Qualification Level	Qualification Name and Awarding Organisation	Evidence Required	Date/Year Qualification can be claimed from
Soldier Career Management Courses						
1.	Phase 1 Trg	Pte	Level 1 (15 QCF Credits)	Effectiveness at Work C&G	JPA print out of Competencies Profile proving passed cse	May 2013
2.	Range Management 'SA (B) 90'	Rank range	Level 3 Award	Leadership and Management ILM	JPA print out of Competencies Profile proving passed cse or course certificate	Regular and Reserve from 18 Sep 2014
3.	PNCO	LCpl	Level 2 Award (10 QCF Credits)	Team Leading CMI	JPA print out of Competencies Profile proving passed cse	2010
4.	PNCO	LCpl	Level 2 Certificate (13 QCF Credits)	Leadership and Team Skills ILM	JPA print out of Competencies Profile proving passed cse	Jan 2008
5.	JNCO CLM Part 3	Cpl	Level 2 Diploma	Team Leading CMI	JPA print out of Competencies Profile proving passed cse	Courses run May 2010 – 31 Aug 2011
6.	JNCO CLM Part 3	Cpl	Level 3 Diploma (67 QCF Credits)	First Line Management CMI	JPA print out of Competencies Profile proving passed cse	Sep 2011
7.	JNCO CLM Part 3	Cpl	Level 4 Award	Leadership and Management	JPA print out of Competencies Profile	Sep 2011

				ILM	proving passed cse	
8.	JNCO CLM Part 3 (Part 2 for CLM pre-2008)	Cpl	Level 4 (Licentiate)	Professional Recognition Award in Leadership and Management C&G	1. JPA print out of Competencies Profile proving passed cse 2. Proof of 2 years in substantive rank 3. CV – word processed	2003 (Start of CLM)
9.	SNCO CLM Part 3	Sgt	Level 3 Diploma	First Line Management CMI	JPA print out of Competencies Profile proving passed cse	Only for courses run May 2010 – 31 Dec 2011
10.	SNCO CLM Part 3	Sgt	Level 4 Diploma (61 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse	01 Jan 2012
11.	SNCO CLM Part 3	Sgt	Level 5 Certificate (13 QCF Credits)	Leadership and Management ILM	JPA print out of Competencies Profile proving passed cse	2012
12.	SNCO CLM Part 3 (Part 2 for CLM pre-2008)	Sgt	Level 5 (Affiliateship)	Professional Recognition Award in Leadership and Management C&G	1. JPA print out of Competencies Profile proving passed cse 2. Proof of 2 years in substantive rank 3. CV – word processed	2003 (Start of CLM)
13.	WO CLM Part 3	WO	Level 5 Diploma	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse	Only for courses run 2010 – 31 Dec 2011
14.	WO CLM Part 3	WO	Level 6 Diploma (62 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse	01 Jan 2012
15.	WO CLM Part 3 (Part 2 for CLM pre-2008)	WO	Level 6 (Graduateship)	Professional Recognition Award in Leadership and Management C&G	1. JPA print out of Competencies Profile proving passed cse 2. Proof of 2 years in substantive rank 3. CV – word processed	2003 (Start of CLM)

Reserve CLM Interim Qualification Opportunities

16.	JNCO CLM	Cpl	Level 3 Award	First Line Management CMI	1. Proof of substantive rank. 2. CV 3. Assignments – further details on the CMI website	Reservists with 2 years substantive rank as Cpl
17.	JNCO CLM	Cpl	Level 4 Award	Leadership and Management ILM	1. Proof of substantive rank. 2. CV 3. Assignments – further details on the ILM website	Reservists with 2 years substantive rank as Cpl
18.	SNCO CLM	Sgt	Level 4 Diploma	Management and Leadership CMI	1. Proof of substantive rank. 2. CV 3. Assignments –	Reservists with 2 years substantive rank as Sgt

					further details on the CMI website	
19.	SNCO CLM	Sgt	Level 5 Award	Leadership and Management ILM	1. Proof of substantive rank. 2. CV 3. Assignments – further details on the ILM website	Reservists with 2 years substantive rank as Sgt
20.	WO CLM	WO	Level 6 Diploma	Leadership and Management CMI	1. Proof of substantive rank. 2. CV 3. Assignments – further details on the CMI website	Reservists with 2 years substantive rank as WO
Officer Career Management Courses						
21.	UOTC MLDP 2	OCdt	Level 5 Award (7 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse	2010
22.	RMAS CC	OCdt	Level 5 Certificate (27 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse OR CC number e.g. 'CC 143'	2010 to 31 Aug 2014
23.	RMAS CC	OCdt	Level 5 Diploma (44 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse OR CC number e.g. 'CC 143'	1 Sep 2014
24.	RMAS CC	OCdt	Level 5 Diploma (38 QCF Credits)	Leadership and Management ILM	JPA print out of Competencies Profile proving passed cse OR CC number e.g. 'CC 143'	2002
25.	RMAS CC	OCdt	Level 5 (Affiliateship)	Professional Recognition Award in Leadership and Management C&G	1. JPA print out of Competencies Profile proving passed cse OR CC number e.g. 'CC143' 2. Proof of 2 years in substantive rank 3. CV – word processed	2002
26.	RMAS PQO CC	OCdt	Level 5 Diploma (43 Credits)	Leadership and Management ILM	JPA print out of Competencies Profile proving passed cse OR Employment History showing time at RMAS OR CC number e.g. 'CC 143'	2008
27.	RMAS TACC	OCdt	Level 5 Certificate (20 QCF Credits)	Management and Leadership CMI	1. JPA print out of Competencies Profile proving passed cse OR CC number e.g. 'CC 143' 2. A Personal Development Plan which should be sent to CMI	2010
28.	LEOC	Capt	Level 7 Award (9 QCF Credits)	Strategic Management and	JPA print out of Competencies Profile	2010

				Leadership CMI	proving passed cse	
29.	LEOC	Capt	Level 7 Certificate (20 QCF Credits)	Leadership and Management ILM	JPA print out of Competencies Profile proving passed cse	Jan 2003
30.	RMAS Reserve LEOC	Capt	Level 7 Certificate (20 QCF Credits)	Leadership and Management ILM	JPA print out of Competencies Profile proving passed cse	Jan 2003
31.	RMAS Reserve LEOC	Capt	Level 7 Certificate (25 QCF Credits)	Strategic Management and Leadership CMI	1. JPA print out of Competencies Profile proving passed cse 2. Assignments	2010
32.	JOLP 3 & JOTAC combined (Reg)	Capt	Level 5 Diploma (62 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed course	2010 to 31 Aug 2014
33.	JOTAC (Reg)	Capt	Level 5 Extended Diploma	Management and Leadership CMI	JPA print out of Competencies Profile proving passed course	1 Sep 2014
34.	JOLP 3 & JOTAC combined (Reg)	Capt	Level 6 (Graduateship)	Professional Recognition Award in Leadership and Management C&G	1. JPA print out of Competencies Profile proving passed both courses 2. Proof of 2 years in substantive rank 3. CV – word processed	2004
35.	JOLP 3 & JOTAC combined (Reg)	Capt	Level 5 Diploma (38 QCF Credits) Note that this is the same accreditation available for the RMAS CC	Leadership and Management ILM	JPA print out of Competencies Profile proving passed both courses	Jan 2005
36.	CWC (the 8 week version)	Capt	Level 6 Certificate (14 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse	Sep 2013
37.	ICSC(L)	Maj	Level 7 Extended Diploma (66 QCF Credits)	Strategic Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse	2010
38.	ICSC(L)	Maj	Level 7 Diploma (60 QCF Credits)	Leadership and Management ILM	JPA print out of Competencies Profile proving passed cse	2003
39.	ICSC(L)	Maj	Level 7 (Membership)	Professional Recognition Award in Leadership and Management C&G	1. JPA print out of Competencies Profile proving passed cse 2. Proof of 2 years in substantive rank 3. CV – word processed	2003
40.	ROSC(L)	Maj	Level 7 Certificate (38 QCF Credits)	Management and Leadership CMI	JPA print out of Competencies Profile proving passed cse	2010
41.	ROSC(L)	Maj	Level 6 Award (12 QCF Credits)	Management ILM	JPA print out of Competencies Profile proving passed cse	2013

7. Evidence. Applicants to the Army Skills Offer must provide evidence of course attendance - this can be achieved by applicants printing off their JPA Competencies. In substantive rank for 2 years can be demonstrated using JPA Personal and Service Details

Summary. Example screen shots of these JPA areas are at Annex B. Professional Recognition Awards will require a word processed CV detailing the applicant's leadership and management experience from their last three posts – an example CV format is at Annex C.

8. **Developments.** The Army Skills Offer is constantly developing as the external Awarding Organisations revisit their policies on Army accreditation. Army personnel should ensure that they use the up to date information. SO2 Quals, D Ed Cap will regularly update The Army Skills Offer DIN and ensure that the detail on the D Ed Cap Intranet and Internet Accreditation pages is up to date.

9. **The Army Skills Offer Requirements.** Apart from some Army Trainer Capability qualifications, the Army Skills Offer is for civilian qualifications that do not require additional work and therefore Regular Army personnel may still be eligible for the Publicly Funded Further Education and Higher Education ([PF FE/HE](#)) scheme. Further detail on the PF FE/HE is available on the D E Cap Accreditation Intranet page.

10. **PNCO CLM Completed in Phase 2 Training.** For those soldiers that leave Phase 2 Special-to-Arm Training (such as INT CORPS, RMP and REME) at the rank of LCpl will be deemed to have completed PNCO CLM. In order to apply for their Army Skills Offer Reference Number they need to supply a JPA print out showing their substantive rank.

11. **Reserve CLM.** Reserves are not eligible for the Enhanced Learning Credits or PF FE/HE schemes and it is not possible for them to attend CLM at this time. For these reasons, Reserves can undertake additional work to their Army training in order to qualify for the same level of qualifications as Regular Personnel and be part of the Army Skills Offer. Further detail on the additional work can be obtained from the awarding organisations. Reserves can contact their local AEC for additional academic support if required.

12. **Reserve JOTAC.** The awarding organisations are standing by to accredit the new iteration of JOTAC for Reserves. The course materials for mapping are currently being produced. Potential applicants for future Reserve JOTAC accreditation should note that the accreditation will date from the new material.

13. **ACSC(R).** ACSC accreditation for Regular officers is paid for under a Defence Academy contract with CMI. ACSC(R) is currently accredited by CMI with a Level 7 Certificate in Strategic Management and Leadership at a personal cost, individuals should contact CMI for further information. CMI will retrospectively accredit back to 2012. Work is underway to fund the ACSC(R) accreditation. As soon as progress is made SO2 Quals will update the Army Skills Offer DIN confirming that D Ed Cap or the Defence Academy will pay.

14. **Education for Promotion (EFP).** Having investigated the possibility of retrospectively accrediting EFP, the Awarding Organisations are unable to do so because of the time lapse and that the EFP course material does not map to the current CLM and the qualifications accredited to it. Army personnel who have completed EFP should approach their local AEC for further information on educational funding opportunities that are open to them.

15. **Army Junior Division (AJD) / Junior Command and Staff Course (JCSC).** Having investigated the possibility of retrospectively accrediting AJD, the Awarding

Organisations are unable to provide a straight map to a qualification because of the time lapse and that the AJD/JCSC course material does not map to CWC or ICSC(L) and the qualifications accredited to it. Officers can apply to D Ed Cap for a City and Guilds Level 7 Professional Recognition Award and produce a 6,000 word portfolio of evidence – this route is eligible for Standard Learning Credits. In undertaking this qualification you will not be eligible for the PF FEHE scheme because this qualification requires additional work. Officers should approach their local AEC for further information on educational funding opportunities that are open to them.

16. **Directing Staff (DS).** Directing staff are unable to apply for the same accreditation as their students because the DS are not attending the whole course or undertaking the assessments. DS are advised to consider undertaking the Army Trainer Capability courses which are accredited to a high level.

17. **Army Trainer Capability (ATC) qualifications.** ATC courses are accredited through a separate scheme and **should not be** applied for under the Army Skills Offer. The eligible courses and qualifications are below; the point of contact for further detail on the ATC qualifications is SO2 Instructor Development, D Ed Cap: DII Army EdCap-InstrDev-SO2 or armyedcap-instrdev-SO2@mod.uk.

Ser	Course	Status	Action
1.	DTTT	No accreditation under the ATC.	No further action.
2.	DTTT version 2	All accreditation will be dealt with during the course.	No further action.
3.	Army Instructor Supervisor (AIS)	AIS has been running since 2012 at the ARTD Staff Leadership School (ASLS). Retrospective accreditation is on offer and past students are being contacted about these opportunities.	If you have completed the AIS course and have not been contacted about the retrospective offer then please contact ASLS on DII: ASLS-0iHub-GroupMailbox or the Office Manager on 94211 8032.
4.	Army Instructional Leader (AIL)	AIL has been running since 2012 at ASLS. Retrospective accreditation is on offer and past students are being contacted about these opportunities.	If you have completed the AIL course and have not been contacted about the retrospective offer then please contact ASLS on DII: ASLS-0iHub-GroupMailbox or the Office Manager on 94211 8032.

Further Opportunities

18. Gaining pan-Army accreditation is the first step to gaining further educational opportunities – many of which will be eligible for Army and government funding. For example, a soldier could use their Level 5 CLM accreditation to be accepted onto a fast-track degree with a bridging course funded by their SLC and a one year distance learning degree course funded by one of their ELCs. Further information and advice on similar opportunities and participating further education colleges and universities is available at the applicant's local Army Education Centre and at www.army.mod.uk/qualifications.

How to apply for the Army Skills Offer

19. In order to take advantage of this opportunity the following process is to be followed for each Army Skills Offer qualification that an applicant applies for:

- a. Applicants are to go to www.army.mod.uk/qualifications and open the Army Skills Offer information pack.
- b. Applicants are to decide which qualification is most suitable for their circumstances. Personal development advice can be sought from the applicant's local Army Education Centre.
- c. Applicants are to check that they meet the eligibility criteria.
- d. Applicants are to complete the Army Skills Offer Annex A application form (also available at www.army.mod.uk/qualifications), either quoting their personal @mod.uk email address or giving their chain of command email address. This is relevant as only serving Army personnel are eligible for this scheme.
- e. Applicants are to print a copy of their JPA competence profile, showing the relevant Army training course and other evidence required.
- f. Applicants are to send their completed application form and JPA competence profile to: **E1 Skills/Quals, D Ed Cap, Army Headquarters, IDL 430 Ramillies Building, Marlborough Lines, Andover, Hampshire, SP11 8HJ.**
- g. Applicants will be contacted by e-mail and given an Army Skills Offer Reference Number which must be quoted on their application form to the Awarding Body. If the reference number is not quoted applicants will need to cover the cost of the qualification themselves. Please note that a different Army Skills Offer reference number will be given each time an individual makes an application to the Army Skills Offer.
- h. On receipt of the Army Skills Offer reference number applicants need to apply to the Awarding Body for the civilian qualification. Links to the relevant websites are available on the DII [D Ed Cap Accreditation](#) page and on www.army.mod.uk/qualifications.
- i. The City & Guilds qualifications are administered by D Ed Cap. Application details are available in the relevant information packs.

Timelines

20. Applications for the Army Skills Offer will be dealt with in date order. It is anticipated that there will be a large volume of applicants. D Ed Cap staff will email applicants with their Army Skills Offer reference number within 8 weeks of receipt of their completed paperwork.

21. If Applicants have not received their Army Skills Offer Reference Number within the timeline above, they should email (DII) Army EdCap-SkillsQuals-E1 or (civilian) ArmyEdCap-SkillsQuals-E1@MOD.UK, quoting their name, service number, level of qualification applied for and date they sent their application form. D Ed Cap staff will only deal with queries by email, 8 weeks or more after the application was made.

Data Protection Privacy Notice

22. The Directorate of Educational Capability (D Ed Cap) takes active decisions in the processing of personal data and is bound by MOD/Army Policy and Data Protection Legislation (DPA 98). In processing personal data, D Ed Cap is acting on behalf of MOD; MOD is the Data Controller. D Ed Cap has put policy and processes in place to ensure processing is conducted appropriately, safely and by trained administrators in accordance with the 8 Data Protection Principles.
23. D Ed Cap will collect personal data that is necessary to deliver the service specified within this project/application only.
24. D Ed Cap will not disclose personal data to external organisation without consent from the data subject unless there is a legitimate/lawful requirement to do so.
25. D Ed Cap may be bound to disclose personal data to Governmental/Judicial departments or agencies/regulators but will do so provided the processing is conducted lawfully and meets the standard required of the 8 Data Protection Principles.
26. D Ed Cap aims to keep customers personal data up-to-date and may be required to communicate with customers to achieve that.
27. D Ed Cap maintains strict security procedures and protocol including training and access to information which are designed to prevent unauthorised disclosure or unlawful obtaining of personal data.

JPA evidence that course was completed: JPA; Self Service; Competencies



JPA

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Military: 94560 3600
Civilian: 0141 2243600
Pensions: 0800 0853600

Professional Details

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Competencies: Competency Profile

Employee Name
Employee Number

Current Competencies
History

Name	Short Name	Proficiency Level	Status	Start Date	End Date
NSV Security Security Check Joint No			Achieved	08-Sep-2013	08-Sep-2023
CMS Equality & Diversity Adviser (EDA) Joint No			Achieved	03-Oct-2012	
NSV Security NATO Secret Joint No			Achieved	24-Jul-2012	20-Aug-2013
CMS ITD(A) Weapon Handling Test (WHT) Army			Achieved	31-May-2011	01-Dec-2011
Mil Ed MK 1 Army			Achieved	28-Oct-2010	
Gen DIT Cse Qual Army			Achieved	19-Mar-2010	
CMS Equality & Diversity Adviser (EDA) Joint			Achieved	09-Oct-2009	09-Oct-2012
Sport (APT) Endurance Training Leader Army			Achieved	13-Apr-2009	13-Apr-2012
AGC Management of Military Administration Army No			Achieved	14-Nov-2008	
AGC Imprest Holder Cse Qual Army			Achieved	01-Aug-2007	

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Current Competencies
History

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JPA evidence of substantive rank: JPA; Self Service; Personal and Service Details Summary



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Pensions: 0800 0853600

JPA Self Service - Employee











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Personal and Service Details Summary

Employee Name _____ Employee Number _____ [Back](#)

You should always click on the Tip icon for an explanation of the information shown and how it may or may not apply to you.

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Substantive Rank	SSgt  Staff Sergeant
Acting Paid Rank	
Acting Unpaid Rank	
Branch and Arm Desc	AGC  Adjutant General's Corps
Sub Branch/Cap Badge	SPS  SPS
Main Trade Desc	MIL CLK  Military Clerk
Seniority	11-Aug-2008 
IBD	05-Jan-2008 
Increment Level	OR Main / Level 7 of 7 
Engagement Expiry Date	21-Mar- 

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Professional Recognition Award Curriculum Vitae

Name
Address
E-Mail
Telephone Number
Army Number
DOB
Rank
Cap Badge
Civilian Qualifications
Military Qualifications
Career History

Current Post

1. Job Title

2. Job Role

3. Dates in post

4. Leadership and Management experience and achievements in this Role

Previous Post 1

1. Job Title

2. Job Role

3. Dates in post

4. Leadership and Management experience and achievements in this Role

Previous Post 2

1. Job Title

2. Job Role

3. Dates in post

4. Leadership and Management experience and achievements in this Role

Army Skills Offer Professional Recognition Award CV Content

Level 4 – the candidate would typically:

- have first line responsibility for managing day to day activities
- manage resources in own area of responsibility
- constructively work with others to develop and maintain good working relationships
- develop and maintain good customer relationships
- identify and access opportunities for professional development
- be able to apply professional standards* in own area of responsibility
- communicate effectively and manage information in line with organisational and legal requirements
- consistently meet aims and objectives
- exercise autonomy and judgement in work role
- consider the views and perspectives of others in decision making
- address problems that are well-defined but non-routine

Level 5 – the candidate would typically:

- have line management responsibilities
- anticipate, plan and lead change
- manage resources
- constructively work with others to develop and maintain good working relationships
- set direction and inspire others to work together to achieve challenging outcomes
- generate creative ideas to inform best practice and continual improvement
- monitor compliance with professional standards*
- implement an effective communication strategy
- develop and maintain good customer relationships to support the customer focussed culture of the organisation
- analyse, identify and access professional development
- address problems that are well-defined but complex and non-routine
- exercising autonomy and judgement in decision making which takes into account the views and perspectives of others

Level 6 – the candidate would typically:

- have senior management responsibilities
- take responsibility for achieving organisational objectives
- take responsibility for managing a programme of substantial change or development
- identify and manage resources to meet organisational objectives
- take responsibility for motivating, delegating and empowering others
- promote innovation and generate ideas for improvement
- take responsibility for promoting, monitoring and maintaining compliance to professional standards*
- establish, lead and maintaining effective communication

- develop and implement standards for customer service
- evaluate the impact of professional development on self and the organisation
- address problems that are complex and non-routine
- use autonomy to make judgements, demonstrating an ability to understand different perspectives, approaches and schools of thought

Level 7 – the candidate would typically:

- have strategic leadership responsibilities
- articulate a vision for the future of the organisation or own area of responsibility
- take responsibility for leading the organisation or own area of responsibility through complex change
- have an in depth understanding of resources and manage them to meet organisational objectives
- establish a culture of mutual support and cohesion which values the contribution of others and recognises success
- promote innovation and generate ideas for improvement
- establishing an environment and culture that assures and promotes compliance with professional standards
- develop a communication strategy for the organisation or own area of responsibility
- represent the organisation to communicate on matters of importance and sensitivity and establish robust methods for managing information.
- establish a strategy for putting the customer at the centre of the organisation or own area of responsibility
- champion professional development within the organisation