

**Management &
Leadership Development
Opportunities**

**Human Resources –
Organisational Development**

Coaching and Mentoring
ILM Level 5 Certificate
Candidate Guide 2019/2020



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Introduction

The purpose of ILM courses is to enable staff who are responsible for the work of others to review, away from the pressures of their every-day working environment, the process of management and leadership and to take the opportunity to assess the usefulness and application of some ideas and techniques to their own situation.

The Level 5 Certificate in Coaching and Mentoring is designed to increase coaching and mentoring capabilities, supporting managers to embed new structures, and behaviours, whilst sustaining performance throughout periods of significant change.

Since December 1997, Aston University's Staff & Graduate Development (SGD) department, now Human Resources – Organisational Development, has been an accredited ILM centre, and in that time has designed and delivered a number of programmes from Award to Diploma level to a diverse group of staff. It is our intention that these courses continue our tradition of offering engaging, work-based learning.

We hope that course members will find their chosen course an enjoyable and rewarding experience and will wish to continue to develop their skills and knowledge long after.

About ILM

Our purpose is to enable people and organisations to develop their leadership skills for personal and economic growth. We do this by helping employers and training providers to develop, assess and accredit leaders with the right blend of skills.

As the UK's top leadership and management qualifications specialist, we help to develop more talented leaders than anyone else, giving them the skills to make a real difference in their organisation and beyond.

Our vision - Social and economic prosperity achieved through excellence in leadership and management.

Our mission - To be an internationally recognised authority in defining, promoting and helping people and organisations to meet the highest standards in leadership and management and their development.

We achieve this through:

- Our wide range of leadership and management qualifications
- Endorsement of leadership and management training
- Leadership research and publishing
- Our vibrant membership community.

ILM qualifications

ILM believe management training should focus on the real-world challenges that you face as a leader and manager, applying what you learn to make a positive difference in your job. That's why more people in the UK take leadership and management qualifications from ILM than any other leadership and management education body.

ILM and the City & Guilds Group

ILM forms part of the City & Guilds Group. City & Guilds is the biggest name in vocational education, with two million learners embarking on a qualification every year.

Our qualifications are awarded by the City & Guilds of London Institute (CGLI) under the ILM brand.

ILM and The Institute of Leadership & Management

Our strategic partner, The Institute of Leadership & Management, is a specialist membership organisation that raises the professional standards of leaders and managers. The Institute is governed by a separate board and advisory council.

While you're working towards an ILM qualification, you're eligible for a minimum of 12 months Studying Membership of The Institute of Leadership & Management. This gives you access to a range of exclusive online resources and events to help you to successfully complete your qualification.

Studying Membership is free of charge. If you're eligible, you just need to activate your membership via the website www.i-l-m.com.

Who is this course for?

The Level 5 Certificate in Coaching and mentoring is designed for managers, department heads and practising middle managers who are team leaders and have people to coach and develop.

This course will allow you to develop your skills and experience, improve your performance and prepare for senior management responsibilities.

All delegates who successfully complete the programme are expected to join an internal coaching pool and undertake a minimum of 6 hours formal coaching per year.

Benefits for individuals

- Gain a critical understanding of the role and responsibilities of the workplace coach and mentor
- Deepen your understanding of how coaching and mentoring can impact an organisation
- Be able to assess your own skills, behaviours, and knowledge as a coach and mentor
- Provide evidence of your own development as a coach and a mentor through the qualification
- Plan your further development
- Plan, deliver, and review coaching and mentoring in your organisation

Course Outline

The certificate covers the following 3 units:

Unit	Aims
Understanding the skills, principles, and practice of effective management coaching and mentoring	<ol style="list-style-type: none"> 1. Understand the purpose of coaching and mentoring within an organisational context. 2. Understand the skills, behaviours, attitudes, beliefs and values of an effective coach or mentor. 3. Understand the role of contracting and the process to effectively coach or mentor. 4. Understand the principles of effective coaching or mentoring in practice and how to evaluate benefits.
Undertaking management coaching or mentoring in the workplace	<ol style="list-style-type: none"> 1. Be able to plan and prepare for management coaching or mentoring programmes based on

	<p>identified development needs and goals.</p> <ol style="list-style-type: none"> 2. Be able to undertake and record at least twelve hours of formal coaching with one or more clients. 3. Be able to reflect and review own coaching practice.
Reviewing own ability as a management coach or mentor	<ol style="list-style-type: none"> 1. Be able to assess your own skills, behaviours and knowledge as a coach. 2. Be able to critically review and reflect on the effectiveness of your own practice as a coach. 3. Be able to demonstrate how you have developed and how you plan to develop in the future as a coach.

Key Objectives

The three key objectives are:

1. Developing your skills as a coach and a mentor
2. Self-managing and assessing your abilities as a coach
3. Preparing to coach in the workplace

The outcome for all workshops will be to provide the participants with the confidence, ability, and desire to implement their new skills and strategies when they return to the workplace.

Teaching and Learning Methods

The structure of the programme is designed to enable delegates to participate actively in the various sessions and to this end group discussions and exercises form a large part of the course. All work is undertaken in groups including the presentation of real work situations to the course team. Individual and group activity is used to enhance the learning following an introduction to each topic by the tutor and the course is conducted in an informal, stimulating and supportive atmosphere.

Additional support for learners is also available through one-to-one tutorial sessions which can be requested by the learner at any stage of the programme.

ILM Qualifications & Assessment

Assessment will take the form of 3 written assignments of between 2500-3000 words in addition to undertaking at least 12 hours of recorded formal coaching.

Course Fees

Human Resources – Organisational Development provide training courses and qualifications free of charge to all staff. There are no fees associated with this course, other than a fee for non-completion (should you fail to complete).

Time off for Study

Your department is expected to allow you work time to attend training sessions, however you would normally be expected to complete assignments and any recommended reading in your own time.

Equality of Opportunity

The Institute of Leadership and Management and Aston University are committed to equality of access for attendance on the programme. Candidates are regularly monitored to ensure that during the programme and the assessment, no-one is discriminated against because of race, gender, disability or age. Any discrepancies will be investigated immediately under the terms of the relevant policies of the University, a copy of which can be obtained from the intranet.

Appeals

Every candidate has a right of appeal if they think that they have been unfairly treated. Should you require one, a copy of the Appeals Procedure is available from your programme leader.

Course Team – Roles & Responsibilities

<i>Role Title</i>	<i>Description</i>	<i>Current Person</i>
Programme Leader	This person has overall responsibility for the programme/s provided by the centre.	Tracey Roberts
Trainer/Tutor	Trainers design and deliver the majority of the programme content. They are also available to provide guidance and advice, and when appropriate offer one-to-one tutorials.	Tracey Roberts
Assessor/Marker	Assessors mark your work against a set guideline to ensure quality across the board.	Tracey Roberts
Internal Verifier/Quality Assurer	Internal verifiers also mark your work. Their purpose is not to judge your performance, but to ensure that the assessor has accurately marked your work and there is consistent quality in assessment decisions. The assessor and internal verifier cannot be the same person.	Tracey Roberts
Administrator	The administrator is responsible for registrations, maintaining records and general administrative tasks in supporting the Course Team, and is the first point of contact for programme related issues.	Anna Kielek
External Verifier	The External Verifier is appointed by the ILM. Their role is to: <ul style="list-style-type: none"> • Monitor standards of qualification and/or programme provision, assessment, internal quality assurance and operations • Support the centre to develop and establish effective programmes • Act as a channel for information between the centre and ILM. 	Keith ILM

How to Apply

To apply for a place on the Level 5 Certificate in Coaching and Mentoring, you will need to complete **both** the **Application Form** and **Learning Agreement** (to be countersigned by your manager), and return them to

Anna Kielek – until Thursday 1st August

Human Resources – HR Office

This can be done via internal post or by scanning the documents and emailing them. *Successful applicants will be allocated a place on a first come first served basis.*

A limited number of places are available and you are encouraged to apply ASAP.

Venue for all sessions is MB727

Timetable

Session Number	Session Title	Training Date/s and Times	Work to be set	Work to be submitted	Work to be returned
1	Induction	Tuesday 24th October 2019 10:00-11:00 1 hour			
2 & 3	Understanding the skills, principles, and practice of effective management coaching and mentoring	Wednesday 13 th and Thursday 14 th November 9:30-16:30 2 full days	Assignment 1 + set reading		
4, 5 & 6	Undertaking management coaching or mentoring in the workplace	Wednesday 11 th and Thursday 12 th December 9:30-16:30, followed by 10:00-13:00 1 ½ days Wednesday 12 th February 2020 10:00-13:00 ½ day	Assignment 2 + 12 hours formal coaching	Assignment 1	
7	Reviewing own ability as a management coach or mentor	Wednesday 11 th March 9:30-16:30 1 day	Assignment 3	Assignment 2 and formal coaching diary	Assignment 1
		Friday 17 th April		Assignment 3	Assignment 2 and formal coaching diary
		Friday 15 th May			Assignment 3

Application Form

ILM Level 5 Certificate in Coaching and Mentoring

This personal information is required by, and shared with, the ILM (Institute of Leadership and Management) Examining body.

ILM is committed to equal opportunities for all, regardless of race, colour, ethnic or national origin or disability. In furtherance of this policy we ask for your co-operation in completing the appropriate boxes.

Personal Details

Surname (Which will appear on your certificate)	
Forename(s) (Which will appear on your certificate - initials are not acceptable)	
Home Address (including Postcode)	Ethnic Origin (Please tick)
	White • White British <input type="checkbox"/> • White Irish <input type="checkbox"/> • White Other <input type="checkbox"/> Mixed • White & Black Caribbean <input type="checkbox"/> • White & Black African <input type="checkbox"/> • White & Asian <input type="checkbox"/> • Mixed Other <input type="checkbox"/> Indian • Indian <input type="checkbox"/> • Pakistani <input type="checkbox"/> • Bangladeshi <input type="checkbox"/> • Asian Other <input type="checkbox"/> Black • Caribbean <input type="checkbox"/> • African <input type="checkbox"/> • Black Other <input type="checkbox"/> Chinese & Other • Chinese <input type="checkbox"/> • Any other ethnic group <input type="checkbox"/> • Prefer not to answer <input type="checkbox"/>
Date of Birth (DD/MM/YY)	
Gender (Please tick) Male <input type="checkbox"/> Female <input type="checkbox"/>	Disability (please tick) Q Disabled <input type="checkbox"/> P Non-disabled <input type="checkbox"/>

Do you consider that you may need additional learning support? If so, please give details.

Work & Experience Details

What is your current role? Who do you have supervisory/management responsibility for?

What previous qualifications do you have?

Please explain why you are interested in this course and how you intend to apply the learning to the workplace? (300-500 words)

Extension number		Location/Room number	
School/Department			
Work email address			
Name of Line Manager			

Learning Agreement

The statements below form the basis of an agreement between Human Resources – Organisational Development, programme delegates and their line managers to ensure that all staff undertaking the ILM Level 5 Certificate in Coaching and Mentoring have a positive learning experience.

Human Resources – Organisational Development will:

- Run an induction session.
- Provide you with information about your programme of study e.g. attendance requirements, coursework, deadlines for assignments, possible extension times, final assessment dates and appeals procedure.
- Provide qualified and experienced tutors who will arrive at sessions on time. You will be notified as soon as possible should these tutors be absent.
- Endeavour to provide you with any additional support you may request outside of the timetabled sessions.
- Endeavour to create a learning environment that is informal, supportive, encouraging, respects all delegates, and treats all contributions as confidential to the group.
- Provide you with feedback on your progress and evidence of your achievement.
- Return your work after assessment within an agreed period of time.
- Investigate all cases of suspected plagiarism*
- Provide you with advice on progression.
- Be proactive in maintaining the integrity and validity of the pre and post assessment process and ensuring compliance with regulations in accordance with policies such as the Malpractice and Maladministration policy, the Plagiarism policy, and the Data Protection policy.
- Charge a fee for any delegate who, after registering, fails to complete their qualification for any reason. The fee for non-completion is £150.

* Plagiarism can be deliberate or unintentional, and takes place when you present as your own work the work of another person. Words, ideas, arguments, tables of information, and sometimes the manner in which information is presented, are all capable of being plagiarised.

We ask you, the delegate to:

- Attend **all** sessions for the full session time
- Attend punctually or explain absences and lateness (a timetable is attached to this agreement)
- Show respect and courtesy towards the other delegates and take care not to disrupt their learning
- Complete and submit assignments and coursework by the agreed date, or, in exceptional circumstances, agree an extension with one of the programme tutors. Failure to meet deadlines will result in delegates being unable to receive the Certificate. The delegate may still continue on the programme (attend future sessions, submit work) but they will not be eligible for certification.

- Only present your own work for assessment. Presenting other people's work as your own, or allowing others to use your work in this way will result in your withdrawal from the programme.
- Take responsibility for your own learning and find out what is expected of you while on the programme.
- Contact HR-OD if you are thinking of leaving the course.
- Upon successful completion of the programme, agree to join an internal pool of coaches with the expectation that you undertake a minimum of 6 hours formal coaching each year.

Information for the delegate's line manager:

In our experience, the most successful delegates are those that enjoy the full support of their line manager during the course of their studies. We would therefore ask you to sign this agreement to confirm that:

- You are aware of and support the delegate's attendance on this programme.
- You are aware of the time commitments and will allow the delegate to attend all timetabled sessions for the full period.
- You will be available to the delegate should they wish to discuss any issues related to the themes they are studying.
- Your department agrees to reimburse HR-OD if the delegate fails to complete their qualification (whatever the reason). The fee for non-completion is £150.
- You agree to the delegate joining an internal pool of coaches with the expectation that they undertake a minimum of 6 hours formal coaching each year.

Attendance of sessions

- Attendance of sessions is an integral part of this programme. Therefore any delegate on the Certificate missing more than 1 session cannot be put forward for the qualification. The delegate may still continue on the programme (attend future sessions, submit work) but they will not be eligible for certification. The fee for non-completion of the Award will be charged to the delegates' department as above.
- Delegates missing sessions must catch up on the work they have missed by way of a one-to-one tutorial with the programme tutor and additional reading.
- You must attend all sessions for the full timetabled period.

HR-OD Agreement

Signed: _____ Tracey Roberts
Programme Leader

Delegate Agreement

Name (please print): _____ Signed: _____

Job Title: _____ Date: _____

Line Manager Agreement

Name (please print): _____ Signed: _____

Job Title: _____ Date: _____