Apprenticeship/Foundation Modern Apprenticeship in Team Leading	Framework Issue Number 5b
Advanced Apprenticeship/Modern Apprenticeship in Management	Framework Issue Number 5b

Framework Code

2	6	0	

Date submitted to the Skills for Business AAG:

24^h October 2006

Would you like to present the framework to the SfB AAG at its next meeting?

Yes

Date approved by the Skills for Business AAG:

26th October 2006

Date funding agreed by LSC and ELWa

23rd November 2006

Implementation dates:
- Advanced Apprenticeship & Modern Apprenticeship Management
- Foundation Modern Apprenticeship / Apprenticeship Team Leading

1st December 2006

1st December 2006

Learning+Skills Council

Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Contents

Summary of Changes for the revised Team Leading Apprenticeship/FMA and Management Advanced Apprenticeship/MA

The Team Leading Apprenticeship/FMA has an additional Edexcel Level 2 BTEC Award Introducing Team Leading (100/5846/1) technical certificate. The Management Advanced Apprenticeship has an additional Edexcel Level 3 BTEC Award Introducing Management (100/5847/3) to be recognised as an additional technical certificate.

Please note Edexcel Level 2 BTEC Award Team Leading (100/5196/X) has been removed from this framework.

1.   Contact Details of the Team Leading and Management Frameworks

Title, level and coverage of apprenticeship	• Team Leading Apprenticeship/FMA – level 2 • Management Advanced Apprenticeship/MA – level 3 • Management Advanced Apprenticeship/MA – level 4 (Wales only)
Name of Sector Skills Council/Sector Body	Management Standards Centre
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Date sent to SfB AAG	24th October 2006
Date of Implementation	Advanced Apprenticeship & Modern Apprenticeship Management 1st December 2006 Foundation Modern Apprenticeship (Wales only) Team Leading 1st December 2006 Apprenticeship Team Leading (England) 1st December2006

1.1   Responsibility for the Framework

The Management Standards Centre (MSC) is the UK body with responsibility for developing and maintaining National Occupational Standards and Apprenticeship frameworks for Managers across all industry sectors.

MSC works with employers, employees, providers, awarding bodies and key stakeholders to ensure that national standards, qualifications and frameworks meet the requirements of all managers and those using management skills alongside other technical skills.

The Management Standards Centre will continue to take responsibility for this framework until further notice.
Terminology for Apprenticeships is not the same throughout the UK. In Wales Foundation Modern Apprenticeships (FMA) and Modern Apprenticeships (MA) is used instead of Apprenticeship/FMA and Advanced Apprenticeship/MA.

2.1 Summary of the Mandatory Outcomes for the Team Leading Apprenticeship/Foundation Modern Apprenticeship

Framework Code   **Framework Issue Number**

2	6	0	■	5	b

Apprenticeship/Foundation Modern Apprenticeship	Level
Competence Based Element Team Leading NVQ	**2**
Knowledge based element The apprentice must achieve one of the following: ILM Introductory Certificate in Team Leading CMI Introductory Certificate in Team Leading ILM level 2 Certificate in exploring enterprise Edexcel Level 2 BTEC Award Introducing Team Leading GOAL level 2 Certificate in Team Leading	 **2** **2** **2** **2** **2**
Key Skills Application of Number Communications	 **1** **2**
Additional Employer Requirements NONE	
Employment rights and responsibilities ERR will be covered through induction and the MSC Induction workbook. The provider will return a sign off sheet to MSC as evidence of completion, signed by the employer, apprentice and provider	

2.2 Summary of the Mandatory Outcomes for the Management Advanced Apprenticeship/Modern Apprenticeship

Framework Code   **Framework Issue Number**

2	6	0	■	5	b

Apprenticeship/Foundation Modern Apprenticeship	Level
Competence Based Element **The apprentice must achieve one of the following**: Management NVQ Management NVQ (Note: funding will be available for the level 4 NVQ in Wales only)	 **3** 4
Knowledge based element **The apprentice must achieve one of the following if following the NVQ level 3 route**: ILM Introductory Certificate in First Line Management CMI Introductory Certificate in Management Edexcel BTEC Level 3 Award in Management Goal Level 3 Certificate in Management Edexcel Level 3 BTEC Award Introducing Management EAL Level 3 Certificate in Management **The apprentice must achieve one of the following if following the NVQ level 4 route** (Wales only): ILM level 4 Introductory Diploma in Management CMI level 4 Introductory Diploma in Management (Note: funding will be available for the level 4 knowledge based element in Wales only)	 **3** **3** **3** **3** **3** 3 4 4
Key Skills Application of Number Communications **Candidates should be encouraged to seek to achieve key skills in communication and application of number at level 3 if they have already achieved level 2 key skills or the equivalent**	 **2** **2**
Additional Employer Requirements NONE	

3 Overview of the Framework

3.1 Rationale for Framework

The Management Standards Centre (MSC) is the recognised standards setting body for leadership and management and, as such, is responsible for developing and maintaining The Team Leading Apprenticeship/FMA and Management Advanced Apprenticeship/MA Frameworks.

As a cross sector skill area the development of sufficient numbers of high quality managers and leaders is critical to success of all sectors of the UK economy. In recognition of this the Management Standards Centre works in close partnership with the Skills for Business Network (SfBN) of Sector Skills Councils (SSC) to ensure that the team leading apprenticeship and management advanced apprenticeship are fit for purpose for employers of all types and sizes regardless of sector. This relationship is facilitated through ongoing partnership working with Skillsactive, who have been nominated by the network as the lead SSC for the Management and Leadership National Occupational Standards and has been further strengthened by the development of a network of Management and Leadership Champions across the Skills for Business Network

Latest figures show there are over 4.0 million people employed in Management in the UK. There is a real need to encourage young people to progress through the management qualifications to address the future skills needs of organisations within the UK. The Team Leading Apprenticeship/FMA and Management Advanced Apprenticeship/MA should go some way towards addressing those present and future skill needs, providing excellent progression routes through a variety of work based and off the job training, and with a plethora of further and higher education options, such as foundation degrees and degree courses..

Much intelligence and information has been gathered about the shortage of well trained managers throughout the UK. The SSDA's own research report – *Sectoral Management Priorities: Management Skills and Capacities,* published in 2005 further substantiated other findings and highlighted the following issues:

- A significant proportion of employers identified management skills as being the most important in terms of future skills needs
- A high proportion of managers lack formal qualifications
- Significant changes in occupational structure over the past 20 years have generally favoured management positions and this is not likely to change
- Some sectors predict a net growth of 80% over the next 5 years
- Replacement demand is likely to be 7.5 times larger than expansion demand (therefore further apprenticeship opportunities)

As a cross sector skill area the Management and Team Leading Frameworks could be applicable to employers within all sectors of the England and Wales economy.

The information below, extracted from *Characteristics of the Management Population in the UK:Overview Report* (CEML,2002) shows the approximate percentage of managers by sector

Managers and senior officials	% of those in employment in each sector who are managers	% of those in the managerial population in each sector
All in employment 3,976,416	14	100
Primary sector & utilities 88,842	12	2
Manufacturing 726,954	16	18
Construction 241,538	11	6
Wholesale, retail & motor trade 861,814	20	22
Hotels & Restaurants 244,245	20	6
Transport, storage & communication 265,333	13	7
Financial intermediation 275,766	22	7
Real estate, renting & business activity. 559,302	17	14
Public administration & defence 205,873	11	5
Education 69,319	3	2
Health & social work 241,861	8	6
Other community, social & personal 183,649	12	5
Miscellaneous industries 9,719	6	0

What the table also suggests is that there are quite large variations in the numbers of managers in different sectors, as a proportion of the total working population in that sector. In Education, for example, only 3% of the workforce is classed as managers. In Wholesale, Retail and the Motor Trade 20% of the workforce fall into that category.

However, we should bear in mind, for example, that head teachers, deputy head teachers and heads of department (to name but a few in Education who have management roles) are probably counted in SOC 231 Teaching Professionals. This underlines, once again, the fact that there are almost certainly more working in management in the UK than are actually revealed in the LFS data.

Distribution of Managers By Size of Organisation
The largest proportion of managers are almost certainly in Small and Medium Sized Enterprises (SMEs). Perren et al (2001) reported that SMEs represent over 52% of the UK's total turnover, employ over 56% of the UK workforce and have over 1.75 million managers within them.

The table below also derived from *Characteristics of the Management Population in the UK: Overview Report* (CEML, 2002) – shows the distribution of managers by the size of organisation. For obvious reasons, the number of managers per organisation rises with size. Most enterprises with over 1000 employees have at least 250 managers, while most enterprises with 5-9 employees have only 1 or 2

No of Managers per enterprise	Enterprise size in employment								
	5-9	10-24	25-49	50-99	100-199	200-499	500-599	1000+	Total
None	53.9	35.4	6.8	2.4	0.8	0.5	0.1	0.1	100.0
1	58.6	35.0	4.9	1.3	0.2	0.0	0.0		100.0

2	47.2	44.3	6.4	1.9	0.2	0.0		0.0	100.0
3	27.4	56.0	12.0	3.9	0.6	0.1			100.0
4	12.9	57.4	20.6	7.8	1.0	0.3	0.0	0.0	100.0
5	10.3	42.9	28.6	14.5	2.9	0.8	0.0	0.0	100.0
6	7.2	35.7	30.6	21.2	4.1	1.1	0.1		100.0
7	3.4	30.2	33.6	26.5	5.3	0.9	0.1		100.0
8	2.1	22.4	30.9	33.5	9.0	2.0	0.1		100.0
9	1.4	29.8	26.9	31.9	8.2	1.8			100.0
10-14		8.5	21.3	40.4	20.9	8.4	0.4	0.1	100.0
15-24		2.1	10.2	33.0	31.9	21.3	1.2	0.2	100.0
25-49			3.3	12.7	32.9	42.8	7.2	1.0	100.0
50-99				7.2	14.2	52.3	21.6	4.7	100.0
100-249					8.0	37.7	30.5	23.8	100.0
250+						9.1	22.9	68.0	100.0
Total	33.1	41.4	12.4	7.6	2.9	2.0	0.4	0.2	100.0

Bosworth and Massini 2000

Working in Team Leading and Management
Whilst it is acknowledged that Team Leaders and Managers work across sectors it is more difficult to identify job titles as these vary from sector to sector and a Team Leader in one sector could actually be called a Manager in another. As an indication however some example job titles are listed below as identified through the consultation process:

Job roles which an apprentice/FMA is likely to fill are:
- Shift leader
- Charge Hand
- Room leader
- Helpdesk manager
- Section leader
- Team leader
- First line manager
- Engineering Support Worker
- Process Operator
- Room Leader (Early Years)
- Care Worker
- Lead Hand (Construction)
- Trainee Supervisor
- Team Co-ordinator

- Junior Manager
- Floor Manager
- Training Squad

Job roles which an advanced apprentice/MA is likely to fill are:
- Section Manager
- Senior Supervisor
- HR Assistant
- Deputy Manager (Early Years)
- Admin Supervisor
- Junior Non-commissioned officer (Armed Forces)
- Care Home Supervisor/Manager
- Leading Hand
- Assistant Manager
- Trainee Manager
- Junior Non-commissioned officer (armed forces)
- Care Home Supervisor/Manager
- Retail Assistant
- Deputy Manager Early Years
- HR Assistant
- Controller

As indicated by the Labour Market Intelligence, this list is by no means exhaustive, merely an indication of the variety of job titles in the team leading/ management arena.

Career Pathways
The career pathways open to Team Leading Apprentices/FMAs and Management Advanced Apprentices/MAs are, as a cross sector occupation. many and varied. Again the pathways listed in Section 6.2 are indicative, there may be other pathways. Some examples are listed below, with further suggested career pathways listed at Section 6.2:

For Team Leading apprentices/FMAs upon completion of the framework:

- NVQ level 2 in a different subject area – this may be either generic or sector specific
- Apprenticeship/FMA in a different subject area – either generic or job specific
- NVQ level 3 in management
- Advanced Apprenticeship/MA in management
- Advanced Apprenticeship/MA in a different subject area – either generic or sector specific
- NVQ level 3 in a different subject area – either generic or sector specific
- Full Certificate in Team Leading (ILM or CMI)

For advanced apprentices/MAs completing the NVQ level 3 route

- NVQ level 3 in a different subject area – this may be either generic or sector specific
- Advanced Apprenticeship/MA in a different subject area – generic or job specific
- NVQ level 4 in management

- NVQ level 5 in management
- NVQ level 4 in a different subject area – either generic or sector specific
- ILM Certificate in First Line Management
- CMI Certificate in Management
- CMI Level 4 Introductory Diploma in Management
- Foundation Degree (there are many appropriate Foundation Degrees available – a full list can be found on Foundation Degree Forward web site www.fdf.ac.uk).
  Examples could be:
  - Business and Management at University College Worcester
  - Business and Management at Bournemouth University
  - Business and Professional Administration at Kingston University
- Degree

For advanced apprentices/MAs completing the NVQ level 4 route:

- NVQ level 5 in Management
- NVQ level 4 job specific
- NVQ level 5 job specific (where available)
- Foundation Degree (there are many appropriate Foundation Degrees available – a full list can be found on Foundation Degree Forward web site www.fdf.ac.uk)
- Degree
- COLU Distance Learning HNC
- BEng in Chemical Engineering at Strathclyde University
- Masters at Strathclyde University in a variety of subjects
- MBA
- Professional qualifications at level 5 (ILM, CMI, etc)

Projected Take up of the frameworks
At the time of development of the Team Leading Apprenticeship/FMA there were approximately 1000 learners following team leading NVQ only programmes whose development could be better aided and recognised by following a full apprenticeship programme. Evidence from awarding bodies suggests that 600-800 candidates a quarter were being registered for team leading awards and this has been borne out by the introduction of the fully developed framework.

The management advanced apprenticeship/MA has been running for a number of years and has achieved a number of successes, notably in the care sector. At present there are 1,171 candidates following the programme. The revised Team Leading and Management NVQs are now more robust with the majority of the knowledge element embedded, thus the guided learning hours in the Technical Certificates have been reduced. The amended framework would hope to continue or improve on current take up, not least because of the reduced burden on the apprentice due to the reduced guided learning hours of the technical certificates but also because of the deletion of the additional mandatory outcomes.

Consultation on the revised framework.

In Spring 2005 an evaluation of the existing management frameworks was carried out, to investigate with providers completion rates and the appropriateness of existing framework components. Two main issues were highlighted in the evaluation and the MSC sought to address these issues through its consultation process. The two main barriers to take up and completion were identified as:

- the main reason identified by the research for early leaving of the advanced apprenticeship/MA framework was the size of the technical certificate component. The revised Team Leading and Management NVQs are now much more robust, with the majority of the knowledge element embedded within the qualifications. Therefore the revision of the advanced apprenticeship/MA needed to take account of this and identify, where possible, alternative technical certificates. Consultation determined the size of the technical certificate should be smaller, recognising that the Introductory Certificates offered added value to the now more robust NVQs, and that there should be as wide a choice as possible available for the apprentice, employer and provider to choose from. The consultation also highlighted there is a requirement for an Introductory award to be added into the Team leading apprenticeship/FMA

- another issue the research highlighted was that providers felt the enhancement profile should be reduced or dropped altogether due to the technical certificate requirement in the framework. This was consulted upon in the revision process and both frameworks no longer have additional mandatory components.

The MSC carried out its apprenticeship revision consultation by the following methods:

- A Steering Group was formed to advise on the revision of its frameworks.
- A series of four consultation events were held throughout England and Wales in Autumn 2005.
- Wider e-mail/postal consultation questionnaire sent to a sample of approximately 500 stakeholders in a variety of sectors (see below). Notes from all the events, analysis from the wider consultation and a report on the revision of the framework can all be supplied to SfBAAG if required.

Sample for consultation (events and wider consultation)

The sample for the consultation process was a scaled down version of the sample group that was used for the recent standards and qualifications review and consisted of the following

- SSCs (plus country managers in Wales)
- Local LSC
- Training Providers
- ELWas (all)
- National LSC
- All current contracted LSC providers
- All current contracted ELWa providers
- Estyn

- ALI
- Employers – Known users of the national occupational standards and with an interest in management and leadership (England and Wales)
- A blind group of employers who have no engagement with MSC to try to generate interest
- A note regarding the consultation was put out through the SfBN Management Champions Group and through the SfBN Involve Briefing
- Wales Management Council

4   Content of Framework

4.1   Competence Based Element

The Qualification used in the Team Leading Apprenticeship/FMA for the Competence Based Element is the Team Leading NVQ at level 2.

The Qualifications used in the Management Advanced Apprenticeship/MA are either the Management NVQ at level 3 or level 4 (Funding can be applied for the level 4 NVQ in Wales only).

The revised management NVQs have a much more flexible approach to allow for spikey profiles of managers and represent a major progression from the 1997 standards as the number of units has been reduced from 77 to 47. This reflects the fact many managers felt that the 1997 suite was too unwieldy to make practical use of and contained large areas of duplication. Reducing the number of units was made possible because many individual managers and employers noted that although managers may operate at different levels the functions that are carried out across those levels do not vary widely.

The other major development is that the standards now include behaviours that underpin effective performance. This is in recognition of feedback from employers that the soft skills which managers bring to their role are as important as the hard technical skills they possess.

Each NVQ consists of mandatory units and a range of optional units meaning that the qualification can be tailored to specific job roles and employer requirements to address skill gaps.

Please refer to Annex B1 for details of the competence based qualifications contained within the apprenticeship/FMA framework and Annex B2 for details of the competence based qualifications contained within the advanced apprenticeship/MA framework.

4.2   Knowledge Based Element

The knowledge based element will be delivered and independently assessed through an additional award known as a technical certificate. The technical certificate ensures the apprentice can clearly demonstrate the underpinning and theoretical knowledge required by the sector and therefore helps to upskill the apprentice and raise standards. The apprentice must achieve one of the technical certificates listed in order to complete the framework.

The technical certificates are at:

- **Level 2 for Apprenticeship/FMA**
  - ILM Level 2 Introductory Certificate in Team Leading
  - CIM Introductory Certificate in Team Leading
  - ILM Level 2 Certificate in Exploring Enterprise

- Level 2 BTEC Award Introducing Team Leading(Edexcel)
- GOAL Level 2 Certificate in Team Leading

- **Level 3 for Advanced Apprenticeship/MA following the NVQ level 3 route**
- ILM Introductory Certificate in First Line Management
- CMI Introductory Certificate in Management
- BTEC Award in Management (Edexcel)
- Level 3 BTEC Award Introducing Management (Edexcel)
- Goal Level 3 Certificate in Management
- EAL Level 3 Certificate in Management

- **Level 4 for Advanced Apprentices/MA following the NVQ level 4 route (funded in** Wales only)
- ILM level 4 Introductory Diploma in Management
- CMI Introductory Diploma in Management

Please refer to Annex A for details of the knowledge based qualifications contained within both the apprenticeship/FMA and advanced apprenticeship/MA frameworks, together with their links to the competence based element of each framework.

4.3   Key Skills*

Apprenticeship/FMA
Communication level 2
Application of Number level 1
Advanced Apprenticeship/MA
Communication level 2**
Application of Number level 2
Apprentices taking the NVQ level 4 route are encouraged to achieve Communication and Application of Number Key Skills at level 3.

The key skills levels state the minimum level required. If a learner has the ability they should be encouraged to achieve a higher level.

* Whilst Key Skills remain a part of the framework in Wales, there is no longer external testing for this element. The assessment regime is based on portfolio evidence only. Portfolio assessment arrangements and quality assurance requirements remain the same across Wales and England.
** The consultation process indicated that the level of communication required for both team leaders and managers to be effective is level 2.

There will be opportunities in the workplace for apprentices to develop their key skills and to be assessed at the required level.

Advanced Apprentices/MAs who have already achieved Key Skills of Communication and Application of Number at level 2 before they enter the programme may be funded to achieve these Key Skills at level 3 to aid their progression.

Proxies for the Key Skills

Proxy qualifications are those qualifications that assess the same knowledge and skills as aspects of the key skills qualifications. Candidates can claim all or part of particular key skills qualifications for up to three years from the date of the award of the specific accredited proxy qualification.

A full and up to date list of appropriate qualifications that can be used as proxies appears on www.qca.org.uk/qualifications/types/603_1051.html

Please note the proxy rule is different to the relaxation rule (see below)

Relaxation Rule for the Key Skills

Apprenticeship candidates who have achieved a good (A*-C) GCSE in English (Welsh) or Maths need not be asked to attempt the key skill qualifications level 1 of communication or application of number contained in this framework. If a Welsh GCSE proxy is being claimed then the portfolio must either be entirely in Welsh or dual language – Welsh and English with no particular percentage. A portfolio entirely in English would not be acceptable. Where GCSE A*-C English (Welsh) or Maths is being claimed as a 'concession' against the whole level 1 key skills qualification in this framework, a maximum period of five years will be allowed between the award (date of certification) of the GCSE and the registration (start) date of the apprenticeship programme.

4.4   Additional Employer Requirements

There are no additional employer requirements for either the Team Leading Apprenticeship/FMA or Management Advanced Apprenticeship/MA frameworks.

4.5   Employment Rights and Responsibilities

The ERR component meets the national minimum requirements and will be covered through the induction process and the MSC ERR Induction workbook for both the apprentice/FMA and advanced apprentice/MA.

The MSC ERR workbook is available on the Management Standards Centre website: www.management-standards.org

Apprentices may have to carry out some research, either on the internet or through their line manager, in order to gain the knowledge required in each section of the ERR. It is not intended that the apprentice be assessed on their knowledge of ERR, although it may be beneficial for them to record their knowledge for future reference.

MSC require a sign off sheet signed by the apprentice, employer and training provider as evidence that ERR has been successfully completed before an Apprenticeship Completion certificate can be issued to the learner.

5 Implementation of Framework

5.1 Employed Status

Employed status for the apprentice/FMA is the MSC preferred route. Advanced Apprentices/MAs must be employed unless there are exceptional circumstances for example, legal circumstances whereby people under the age of 25 cannot be employed including:

- working with young children
- working in security or public protection services

Or where an employer is unable to increase the number of employees in their establishment.

Where it is not the norm the reasons for this must be stated. Apprentices can be:

- Directly employed by an employer and on their payroll
- Based with an employer but not directly employed and paid an allowance by the employer
- Based with a provider and placed with an employer who will provide work based learning opportunities

Where the apprentice is not employed there must be a clear link with an employer who can provide on-the-job learning.

5.2 Entry Requirements

There are no formal entry requirements for this framework. Apprentices will have a variety of experience and will be working in a variety of sectors, although the majority will be over 19. The deciding factor in a decision to start an apprentice on the framework must be a favourable judgement of the ability to achieve the outcomes of the programme and they **must** be in a job role that supports the completion of all aspects of the framework. This can be achieved through interview and initial assessment/testing. A profile of the apprentice attributes is below:

- Apprentices undertaking the Team Leading Apprenticeship/FMA will be working in formal teams or groups, whether as team leaders/co-ordinators or team members. The apprenticeship is equally suitable for members of self-managed teams. They may work in factories, care homes, hotels, construction sites, offices, leisure centres or the armed forces. Wherever people and resources are employed, team leading apprentices could be working.
- The Management Advanced Apprenticeship/MA is aimed at supervisors and first line managers, and is intended for those people who need to maintain and develop the effectiveness and efficiency of the operations for which they are responsible by means of:
  - motivating and developing the people who work in the team or department
  - fostering effective communication
  - developing a sense of team/corporate identity

Again they could be working in any industry or sector where people and resources are employed.

The MSC has gathered information on good initial assessment practice for providers to consider before staring an apprentice on the team leading/management framework. Ultimately the decision on which tools to use must rest with the provider – there is no right answer for everyone, **the list below is meant only as a guide**.

- Application Forms
- Self-assessment
- Diagnostic Testing
- Psychometric testing
- Learning Styles analyses
- Skillcheck
- Skillscan
- Quickscan
- Key Skills Profiler
- MAPS Indicator
- Morrisby Profile

See the following web sites for useful information:

www.keyskillssupport.net
www.ali.gov.uk
www.sflqi.org.uk
www.scotland.gov.uk

Apprentices should provide evidence of a strong interest in a career in management with the ability to work effectively with individuals and groups.

The skills and attributes which are relevant to the occupations and sector are:

- Motivation to succeed within the Industry/Sector
- Willingness to learn and apply that learning in the workplace
- Ability to demonstrate that they have the potential to complete the qualifications which are part of the Apprenticeship framework being undertaken
- Willingness to communicate effectively with a range of people
- Being numerate and literate
- Confidence and ability to communicate at all levels

No specific group of people should be placed at a disadvantage compared to other groups during the advertising and recruitment and selection process.

5.3   Minimum Duration of Training

Whilst apprenticeships are not time serving MSC recommends this the average length of stay for **Team Leading** apprentices/FMAs on this programme is 15 months and for **Management** advanced apprentices/MAs 30 months. However these timescales will be indicative only, as the pace of the apprentice's progress will depend on a number of internal, external factors, personal ability and motivation and the support they receive.

5.4   Health and Safety

Health, safety and security issues will form part of the induction of all apprentices and are a key element of the employment rights and responsibilities component of apprenticeships. Employers involved in the implementation of apprenticeships must adhere to their statutory responsibilities for health and safety as follows:

- A safe working environment for apprentices must be provided whilst they are at work or in training
- Appropriate training on health and safety in the workplace must be given to each apprentice
- Awareness of, and compliance with, legislation relating to the Health & Safety at Work Act 1974, the Working Time Regulations 1998 and any other relevant legislation must be demonstrated
- The apprentice must be aware of and comply with their statutory responsibility for health and safety at work. This relates to their own safety and to the safety of others in the work place. They must also be aware of, and comply with, any additional health and safety procedures laid down by their employer/provider.
- There may be instances where local authority regulations apply to those working with children or vulnerable adults
- There may be other sector/industry specific health and safety regulations which the apprentice must be aware of and work to.

Local LSCs/National Council - ELWa regional offices are responsible for monitoring the compliance of providers to both statutory and contractual health and safety obligations and will carry this out through their Quality Assurance procedures.

5.5   Equality and Inclusion

Whilst equal opportunities has been identified here under a separate heading, the principles relate to all those systems and procedures which have the potential to discriminate against apprentices at any point during the programme – from recruitment and selection and induction, through to successful completion.

There should be open recruitment of Apprentices to the programme, which is available to all young people, regardless of gender, ethnic origin, religion/belief, sexual orientation or disability who meet the stated selection criteria.
All partners involved in the delivery of the apprenticeship - local LSCs/National Council - ELWa regional offices, employers, colleges, assessment centres etc must be committed to a policy of equal opportunities and must have a stated equal opportunities policy and procedure.

Employers must be able to demonstrate that there are no overt or covert discriminatory practices in selection and employment. All promotional, selection and training activities must comply with relevant legislation, such as:

- The Sex Discrimination Act, 1975 and Code of Practice
- The Race Relations Act, 1976 and Code of Practice
- The Disability Discrimination Act, 1995 and Code of Practice
- The Employment Equality (Sexual Orientation) Regulations 2003

Although Management enjoys a relatively diverse population having across the board almost equal numbers of male-female employees, there are a greater number of female managers working in, for example, education and health and social work, whereas at the other end of the scale construction, motor vehicle and mining and quarrying sees the domination of male managers. This is an issue that the MSC acknowledges and can work with the SfBN and other SSCs to seek to address. The MSC will monitor equality and inclusion as part of its ongoing monitoring and review of its frameworks, as well as taking into account any ALI and Estyn reports, and will work to address any inequalities that may arise.

5.6 Transfer Arrangements from Previous Framework

In the case of the apprenticeship/FMA and advanced apprenticeship/MA new NVQs have been accredited. In both frameworks new technical certificates have been added to give apprentices a wider choice of programmes and providers. The additonal employer requirements have been dropped from both frameworks.

The MSC will advise providers that they should inform candidates of the availability of the new framework through the covering letter that will be sent out to accompany the guidance on the delivery of the framework. The MSC will also advise awarding body officers of the changes to the framework, so that options for transfer can be communicated through awarding body networks.

Apprentices may as a result wish to transfer to the new framework. The decision to retain existing apprentices under the old framework or to transfer them to the new framework must be made in the best interest of the apprentice. Any transfer should be agreed by the apprentice and their employer. The decision should also be recorded by both on a revised Individual Apprenticeship Plan.

Apprentices in learning should not be adversely affected by the revised frameworks as, on the whole, the burden has lessened with the removal of additional employer requirements and the shorter technical certificates in the Management Advanced Apprenticeship/MA. The revised NVQs at both levels are much more user friendly and provide all the necessary skills a Team Leader or Manager requires without the burden of undertaking unnecessary specialisms. However, the Team Leading apprenticeship/FMA now has communication key skill at level 2 as opposed to level 1 previously and there is also the addition of a technical certificate, although the additional employer requirements have been removed. Those apprentices wishing to transfer should ask their training provider to contact the MSC to discuss options for providing support to the apprentice. Whilst this is a full framework review the framework that has been produced by the review project has a greatly simplified range of outcomes in comparison to previous frameworks. On this basis the MSC anticipates that candidates transferring between frameworks will require minimal support from the MSC. The MSC will monitor the situation during the implementation of the new framework and should additional candidate support be required, the MSC will raise this with the SSDA as a priority activity for the MSC.

The new framework will be effective as follows

Advanced Apprenticeship & Modern Apprenticeship Management	1st May 2006
Foundation Modern Apprenticeship (Wales only)Team Leading	1st May 2006
Apprenticeship Team Leading (England)	1st August 2006

All candidates being registered on the previous frameworks must do so by

Advanced Apprenticeship & Modern Apprenticeship Management	28th April 2006
Foundation Modern Apprenticeship (Wales only)Team Leading	28th April 2006
Apprenticeship Team Leading (England)	31st July 2006

5.7   Monitoring Arrangements for the Framework

MSC will monitor take up and achievement of this framework on an ongoing basis by the following means:

- Evaluation of the frameworks within the first year of approval
- Analysis of take up and achievement data provided by the funding bodies
- Feedback from providers and employers
- Making use of Inspection reports of providers by ALI and ESTYN

6 Achievement and Progression

6.1 Certification

The successful apprentice will receive an Apprenticeship Completion Certificate from the Management Standards Centre. This is separate from, and in addition to, those certificates awarded for the achievement of the individual components of the framework (the NVQ and key skills). All requests for certification will be subject to quality assurance checks by the MSC in accordance with the operating principles for the processing and issue of certificates.

Employers and/or providers in England and Wales are responsible for claiming the Apprenticeship Completion Certificate and for providing evidence of completion of the mandatory outcomes and ERR. They are also responsible for ensuring that the apprentice receives the Completion Certificate when awarded by Management Standards Centre.

Employers must notify Management Standards Centre of successful completion by filling in a certificate Request Form. A copy of the form and accompanying Notes of Completion can be obtained from Management Standards Centre web site www.management-standards.org or from management.standards@managers.org.uk. All request forms must be accompanied by a cheque or purchase order for £30 plus VAT per certificate. The NVQ technical certificate and key skills certificates, along with the ERR sign off sheet must also be included

6.2 Progression

Progression routes for the Team Leading apprenticeship/FMA and Management Advanced Apprenticeship/MA were consulted on during the revision of the frameworks. It is important to show horizontal as well as vertical progression routes for Team Leading and Management apprentices due to the generic nature of the work, and to this end the following progression routes have been suggested:

For Team Leading apprentices/FMAs upon completion of the framework:

- NVQ level 2 in a different subject area – this may be either generic or sector specific
- Apprenticeship/FMA in a different subject area – either generic or job specific
- NVQ level 3 in management
- Advanced Apprenticeship/MA in management
- Advanced Apprenticeship/MA in a different subject area – either generic or sector specific
- NVQ level 3 in a different subject area – either generic or sector specific
- Full Certificate in Team Leading (ILM or CMI)
- ILM Introductory Certificate in First Line Management
- ILM Certificate in First Line Management
- CMI Introductory Certificate in Management
- CMI Certificate in Management
- BTEC level 3 Certificate in Management (Supervision and Leadership)

- BTEC level 3 Award in Management
- BTEC level 3 Certificate in Management
- Edexcel BTEC Nationals at level 2 or 3 in sector specific areas

For advanced apprentices/MAs completing the NVQ level 3 route

- NVQ level 3 in a different subject area – this may be either generic or sector specific
- Advanced Apprenticeship/MA in a different subject area – generic or job specific
- NVQ level 4 in management
- NVQ level 5 in management
- NVQ level 4 in a different subject area – either generic or sector specific
- ILM Certificate in First Line Management
- CMI Certificate in Management
- CMI Level 4 Introductory Diploma in Management
- ILM Introductory Diploma in Management
- CMI Diploma in Management
- ILM Diploma in Management
- BTEC Management Award at level 3
- BTEC Management Certificate at level 3
- BTEC Management Diploma at level 3
- BTEC Management Studies Award at level 4
- BTEC Management Studies Certificate at level 4
- BTEC Management Studies Diploma at level 4
- EDI plc level 3 management award
- Foundation Degree (there are many appropriate Foundation Degrees available – a full list can be found on Foundation Degree Forward web site www.fdf.ac.uk).
  Examples could be:
  - Business and Management at University College Worcester
  - Business and Management at Bournemouth University
  - Business and Professional Administration at Kingston University
- Degree

For advanced apprentices/MAs completing the NVQ level 4 route (Wales only):

- NVQ level 5 in Management
- NVQ level 4 job specific
- NVQ level 5 job specific (where available)
- Foundation Degree (there are many appropriate Foundation Degrees available – a full list can be found on Foundation Degree Forward web site www.fdf.ac.uk)
- Degree
- COLU Distance Learning HNC
- BEng in Chemical Engineering at Strathclyde University
- Masters at Strathclyde University in a variety of subjects
- MBA
- Professional qualifications at level 5 (ILM, CMI, etc)

There will be other sector specific progression routes and other F and HE Institutions offering courses relevant to Management Advanced Apprentices/MAs, contact your relevant SSC or professional body for further information.

7 Fact Sheet

Team Leading Apprenticeship/FMA

What's involved?

An apprentice can expect to be doing work based learning with an employer and to be paid, either a wage if they are employed, or an allowance. The apprenticeship will include a National Vocational Qualification, Key Skills and a 'knowledge based element or technical certificate as listed below.

Competence Based Element	Knowledge Based Element	Key Skills
Team Leading Level 2 NVQ	**one of the following must be achieved:** ILM Intro Cert in Team Leading CMI Intro Cert in Team Leading ILM Cert in exploring enterprise level 2 Level 2 BTEC Award Introducing Team Leading GOAL Level 2 Cert in Team Leading	- Communication Level 2 - Application of number Level 1

The decision on which competence based and knowledge elements will be studied will be made by the employer and/or training provider in discussion with the apprentice.

Entry requirements:

There are no formal entry requirements for this framework. The deciding factor in a decision to start an apprentice on the framework must be a favourable judgement of the ability to achieve the outcomes of the programme and they must be in a job role that supports the completion of all aspects of the framework. This can be achieved through interview and initial assessment/testing.

Minimum Periods of Training:

Minimum period of training for the apprenticeship/FMA is 12 months

What type of job might an apprentice be doing?

An apprentice may have the following types of job, Team Leader, Shift Leader, Charge hand, Section Leader. Further details of jobs an apprentice could be doing are in Section 3 of this document

How long does the apprenticeship take to complete?

An Apprentice will take 12 to 24 months to complete, with an average of approximately 15 months

Career progression after completing this apprenticeship

For Team Leading apprentices/FMAs upon completion of the framework:

- NVQ level 2 in a different subject area – this may be either generic or sector specific
- Apprenticeship/FMA in a different subject area – either generic or job specific
- NVQ level 3 in management
- Advanced Apprenticeship/MA in management
- Advanced Apprenticeship/MA in a different subject area – either generic or sector specific

- NVQ level 3 in a different subject area – either generic or sector specific
- Full Certificate in Team Leading (ILM or CMI)
- ILM Introductory Certificate in First Line Management
- ILM Certificate in First Line Management
- CMI Introductory Certificate in Management
- CMI Certificate in Management
- BTEC level 3 Certificate in Management (Supervision and Leadership)
- BTEC level 3 Award in Management
- BTEC level 3 Certificate in Management
- Edexcel BTEC Nationals at level 2 or 3 in sector specific areas

Framework developed by:

Management Standards Centre, 3rd Floor, 17 – 18 Haywards Place, London, EC1R 0EQ
Telephone 020 7240 2826. Fax. 020 7240 2853.
E-mail management.standards@managers.org.uk
Website. www.management-standards.org

8. Advanced Apprenticeship/MA Fact Sheet Template

Management Advanced Apprenticeship/MA

What's involved?
An apprentice can expect to be doing work based learning with an employer and to be paid, either a wage if they are employed, or an allowance. The apprenticeship will include a National Vocational Qualification, Key Skills and a 'knowledge based element or technical certificate as listed below.

Competence Based Element	Knowledge Based Element	Key Skills
Management Level 3 NVQ OR	Level 3 BTEC Award in Management **or** Level 3 BTEC Award Introducing Management or Chartered Management Institute Level 3 Intro Cert in Management **or** ILM Level 3 Intro Cert in First Line Management **or**	Communication level 2 Application of number level 2 **Apprentices who have already achieved level 2 key skills (or equivalent) in communication and application of number should seek to achieve level 3**
Management Level 4 NVQ	Goal Level 3 Cert in Management EAL Level 3 Cert in Management ILM Level 4 Diploma in Management OR CMI Diploma in Management	

The decision on which competence based and knowledge elements will be studied will be made by the employer and/or training provider in discussion with the apprentice.

Entry requirements:
There are no formal entry requirements for this framework. The deciding factor in a decision to start an apprentice on the framework must be a favourable judgement of the ability to achieve the outcomes of the programme and they must be in a job role that supports the completion of all aspects of the framework. This can be achieved through interview and initial assessment/testing.

Minimum Periods of Training:
The apprentice should be in training for a minimum period of 24 months

What type of job might an apprentice be doing?
An apprentice may have the following types of job, Team Manager, Shift manager, Store Manager, Section Manager, Room Leader. Further details of jobs an apprentice is likely to be in is shown at Section 3

How long does the apprenticeship take to complete?
An Apprentice will take 24-36 months to complete, with an average of approximately 30 months

Career progression after completing this apprenticeship
For advanced apprentices/MAs completing the NVQ level 3 route

- NVQ level 3 in a different subject area – this may be either generic or sector specific
- Advanced Apprenticeship/MA in a different subject area – generic or job specific
- NVQ level 4 in management
- NVQ level 5 in management
- NVQ level 4 in a different subject area – either generic or sector specific

- ILM Certificate in First Line Management
- CMI Certificate in Management
- CMI Level 4 Introductory Diploma in Management
- ILM Introductory Diploma in Management
- CMI Diploma in Management
- ILM Diploma in Management
- BTEC Management Award at level 3
- BTEC Management Certificate at level 3
- BTEC Management Diploma at level 3
- BTEC Management Studies Award at level 4
- BTEC Management Studies Certificate at level 4
- BTEC Management Studies Diploma at level 4
- EDI plc level 3 management award
- Foundation Degree (there are many appropriate Foundation Degrees available – a full list can be found on Foundation Degree Forward web site www.fdf.ac.uk). Examples could be:
  - Business and Management at University College Worcester
  - Business and Management at Bournemouth University
  - Business and Professional Administration at Kingston University
- Degree

For advanced apprentices/MAs completing the NVQ level 4 route (Wales only):

- NVQ level 5 in Management
- NVQ level 4 job specific
- NVQ level 5 job specific (where available)
- Foundation Degree (there are many appropriate Foundation Degrees available – a full list can be found on Foundation Degree Forward web site www.fdf.ac.uk)
- Degree
- COLU Distance Learning HNC
- BEng in Chemical Engineering at Strathclyde University
- Masters at Strathclyde University in a variety of subjects
- MBA
- Professional qualifications at level 5 (ILM, CMI, etc)

There will be other sector specific progression routes and other F and HE Institutions offering courses relevant to Management Advanced Apprentices/MAs, contact your relevant SSC or professional body for further information.

Framework developed by:
Management Standards Centre, 3rd Floor, 17 – 18 Haywards Place, London, EC1R 0EQ
Telephone 020 7240 2826. Fax. 020 7240 2853.
E-mail management.standards@managers.org.uk
Website. www.management-standards.org

Annex A

Knowledge Based Qualification(s)   Linked to Competence Based Element for the

<div style="border:1px solid">Team Leading Apprenticeship/FMA and Management Advanced Apprenticeship/MA</div>

Title of knowledge based qualification	Level	Awarding body	Qualification reference number	No of Guided Learning Hours	Qual. start Date	Qual. end Date	Certification end date	A/FMA AA/MA	Linked to the following competence based qualification
Introductory Certificate in Team Leading	2	ILM	100/2075/5	22	01/08/02	31/12/06	31/12/08	A/FMA	▪ NVQ level 2 Team Leading
Introductory Certificate in Team Leading	2	CMI	100/3757/3	30	11/06/04	31/05/07	31/05/09	A/FMA	▪ NVQ level 2 Team Leading
Certificate in Exploring Enterprise	2	ILM	100/3763/9	34	11/06/04	31/05/06	31/05/08	A/FMA	▪ NVQ level 2 Team Leading
BTEC Award Introducing Team Leading	2	EDEXCEL	100/5846/1	30	01/01/06	31/08/08	31/08/10	A/FMA	▪ NVQ level 2 Team Leading
GOAL Certificte in Team Leading	2	EDI	100/6049/2	30	01/04/06	31/08/08	31/08/10		▪
Introductory Certificate in First Line Management	3	ILM	100/2074/3	34	01/08/02	31/12/06	31/12/09	AA/MA	▪ NVQ level 3 in Management
Introductory Certificate in Management	3	CMI	100/3758/5	30	11/06/04	31/05/07	31/05/10	AA/MA	▪ NVQ level 3 in Management
BTEC Award in Management	3	Edexcel	100/5019/X	90	01/05/05	30/09/08	30/09/11	AA/MA	▪ NVQ level 3 in Management
BTEC Award Introducing Management	3	EDEXCEL	100/5847/3	30	01/01/06	31/08/08	31/08/11	AA/MA	▪ NVQ level 3 Management
GOAL Level 3 Certificate in Management	3	EDI	100/5920/9	40	01/02/06	31/08/08	31/08/11	AA/MA	▪ NVQ level 3 in Management
Introductory Diploma in Management*	4/5 Higher in new framework	ILM	100/5639/7	45	01/09/05	31/08/08	31/08/11	AA/MA	▪ NVQ level 4 in Management
Introductory Diploma in Management*	4	CMI	100/3759/7	45	01/06/04	31/05/07	31/05/10	AA/MA	▪ NVQ level 4 in Management

*Please note that level 4 NVQs and other qualifications relate to Wales only

Annex B1

Apprenticeship/FMA in

Team Leading

(Please complete the tables below and include with your submission to the SfB AAG. The qualifications to be listed are those that are a mandatory requirement. You do not need to fill in the shaded boxes.)

Framework Code   Framework Issue Number

2	6	0		5	b	

Implementation date

1st December 2006

Competence Based Element

Title	Level	Qualification reference number	Awarding body	*Occupational sector (to be completed by LSC national office)*	**Qualification funding category** *(to be completed by LSC national office)*
Team Leading NVQ	2	100/5295/1	Edexcel	F – Management & Professional	16-18: 3,713.74 19+: 2,159.96
Team Leading NVQ	2	100/5299/9	ILM	F – Management & Professional	16-18: 3,713.74 19+: 2,159.96
Team Leading NVQ	2	100/5303/7	CMI	F – Management & Professional	16-18: 3,713.74 19+: 2,159.96
Team Leading NVQ	2	100/5602/6	CIPD	F – Management & Professional	16-18: 3,713.74 19+: 2,159.96
Team Leading NVQ	2	100/5152/1	OCR	F – Management & Professional	16-18: 3,713.74 19+: 2,159.96
Team Leading NVQ	2	100/5525/3	OUAB	F – Management & Professional	16-18: 3,713.74 19+: 2,159.96
Team Leading NVQ	2	100/5699/3	GOAL	F – Management & Professional	16-18: 3,713.74 19+: 2,159.96

Knowledge Based Element

Title of knowledge based qualification	Level	Qualification reference number	Awarding body	Number of Guided Learning Hours (GLH)*	Funding Rate 16-18 *(to be completed by LSC national office)*	Funding Rate 19+ *(to be completed by LSC national office)*
ILM Introductory Certificate in Team	2	100/2075/5	**ILM**	22	128.99	86.55
CMI Introductory Certificate in Team Leading	2	100/3757/3	**CMI**	30	204.78	137.42
ILM Certificate in exploring enterprise	2	100/3763/9	**ILM**	34	204.78	137.42
BTEC Award Introducing Team Leading	2	100/5846/1	**Edexcel**	30	204.78	137.42
GOAL Certificate in Team Leading	2	100/6049/2	**EDI**	30	204.78	137.42

*Note: These must be the recommended GLH detailed by the awarding body. Incorrect GLH information will lead to incorrect funding of providers.

Key Skills

Title of Key Skill	Level	LSC funding rate *(to be completed by national office)*	
Application for Number	1	**16-18: 165.00** **19+: 148.00**	
Communication	2	**16-18: 165.00** **19+: 148.00**	

Annex B2

Advanced/Modern Apprenticeship in

Management

(Please complete the tables below and include with your submission to the SfB AAG. The qualifications to be listed are those that are a mandatory requirement. You do not need to fill in the shaded boxes).

Framework Code

2	6	0		5	b

Framework Issue Number

Implementation date: 1st December 2006

Competence Based Element

Title	Level	Qualification reference number	Awarding body	*Occupational sector (to be completed by LSC national office)*	**Qualification funding category** *(to be completed by LSC national office)*
Management NVQ	3	100/5296/3	Edexcel	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	3	100/5300/1	ILM	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	3	100/5304/9	CMI	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	3	100/5603/8	CIPD	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	3	100/5153/3	OCR	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	3	100/5526/5	OUAB	F – Management & Professional	16-18: 6,932.31 19+:3,655.31

Management NVQ	3	100/5700/6	GOAL	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	3	100/5828/X	EAL	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5305/0	CMI	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5301/3	ILM	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5527/7	OUAB	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5604/X	CIPD	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5829/1	EAL	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5701/8	GOAL	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5154/5	OCR	F – Management & Professional	16-18: 6,932.31 19+:3,655.31
Management NVQ	4*	100/5297/5	Edexcel	F – Management & Professional	16-18: 6,932.31 19+:3,655.31

* Please note the level 4 NVQs relate to Wales only

Note: The occupational sector and the Funding Code may not map directly if the Funding Code is annotated with an asterisk. In these cases the funding category will be derived from the NVQ reference number (see Annex A), for example, occupational sector may be Hospitality (J) but may be funded at (F) Management and Professional

Knowledge Based Element

Title of knowledge based qualification	Level	Qualification reference number	Awarding body	Number of Guided Learning Hours (GLH)*	Funding rate 16-18 *(to be completed by LSC national office)*	Funding rate 19+ *(to be completed by LSC national office)*
ILM Introductory Certificate in First Line Management	**3**	100/2074/3	**ILM**	**34**	**204.78**	**137.42**
CMI Introductory Certificate in Management	**3**	100/3758/5	**CMI**	**30**	**204.78**	**137.42**
BTEC Level 3 Award in Management	**3**	100/5019/X	**Edexcel**	**90**	**541.95**	**363.66**
BTEC Award Introducing Management	3	100/5847/3	**Edexcel**	**30**	**204.78**	**137.42**
GOAL Level 3 Certificate in Management	**3**	100/5920/9	**EDI**	**40**	**242.12**	**162.47**
Introductory Diploma in Management	4/ 5 Higher in new qualifications framework*	100/5639/7	**ILM**	**45**		
Introductory Diploma in Management	4*	100/3759/7	**CMI**	**45**		

* Please note the level 4 qualifications relate to Wales only

* Note: These must be the recommended GLH detailed by the awarding body. Incorrect GLH information will lead to incorrect funding of providers.

Key Skills

Title of Key Skill	Level	LSC funding rate *(to be completed by LSC national office)*	
Application of Number	**Level 2 or level3 if already achieved level 2**	**16-18: 165.00** **19+: 148.00**	
Communication	**Level 2 or level 3 if already achieved level 2**	**16-18: 165.00** **19+: 148.00**	