

# APPRENTICE ELIGIBILITY AND INITIAL ASSESSMENT FORM (STRATEGIC LEADERSHIP)



**Loughborough  
University**

## PART 1: APPRENTICE ELIGIBILITY AND DECLARATION

### SECTION A: ABOUT YOU

Apprentice Name:

Application Number:

National Insurance Number:

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### YOUR CONTACT DETAILS

Work Address:

Work Land Line Telephone:

Work Mobile:

Work Email:

Skype:

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### YOUR JOB AND EMPLOYMENT STATUS

Your Role/Job Title:

What date did you started in the role/  
job that you will be working in during  
your apprenticeship?

How many hours per week are you  
contracted to work?

How many weeks per annum are you  
contracted to work?

Before the start of your apprenticeship programme (on the day before your Induction with Loughborough) will you be (please select one box):

In paid employment

Not in paid employment, looking for work  
and available to start work

Not in paid employment, not looking for work  
and/or not available to start work

Not known/not provided

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## SECTION B: ABOUT YOUR EMPLOYER

Organisation:

Organisation Address:

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## YOUR LINE MANAGER

Line Manager:

Job Title:

Address:

Work Land Line Telephone:

Work Mobile:

Work Email:

Skype:

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## YOUR WORKPLACE MENTOR (IF NOT YOUR LINE MANAGER)

Workplace Mentor:

Job Title:

Address (if different from above):

Work Land Line Telephone:

Work Mobile:

Work Email:

Skype:

## SECTION C: YOUR ETHNICITY

Please select from ONE of the following boxes:

31 English / Welsh / Scottish/  
Northern Irish / British

32 Irish

33 Gypsy or Irish Traveller

34 Any Other White background

35 White and Black Caribbean

36 White and Black African

37 White and Asian

38 Any Other Mixed / multiple  
ethnic background

39 Indian

40 Pakistani

41 Bangladeshi

42 Chinese

43 Any other Asian background

44 African

45 Caribbean

46 Any other Black / African /  
Caribbean background

47 Arab

98 Any other ethnic group

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## SECTION D: YOUR RESIDENCY AND RIGHT TO WORK

Please consider the following statements and tick those that apply:

I am resident in England and I have the right to work in England and have been ordinarily resident in the UK, the British Overseas Territories, or Crown Dependencies (Channel Islands and Isle of Man) for at least the previous three years before the start of the apprenticeship. Or

I have the right of abode in the UK, and have been ordinarily resident in the have been ordinarily resident in the UK, the British Overseas Territories, or Crown Dependencies (Channel Islands and Isle of Man) for at least the previous three years before the start of the apprenticeship. Or

I am a UK national, who has been ordinarily resident in the EEA (including other countries determined within the EEA or those with bilateral agreements), for at least the previous three years on the first day of learning in my apprenticeship or has been ordinarily resident in a combination of the UK and EEA for at least the previous three years before the start of the apprenticeship. Or

I am a citizen of a country within the European Economic Area (EEA) and have obtained either pre-settled or settled status under the EU Settlement Scheme and have been ordinarily in the EEA, Gibraltar, or the UK for at least the previous three years before the start of the apprenticeship. Or

I am a non-UK national (with exception to those that fall into the categories above) and have permission from the UK government to live in the UK (not for educational purposes) and have been ordinarily resident in the UK for at least the previous three years before the start of the apprenticeship. Or

I reside in Wales, Northern Ireland or Scotland and will spend at least 50% of my working hours in England over the duration of my apprenticeship. Or

My occupation involves significant travel outside of the UK as part of my job (such as in travel or tourism) or work offshore (such as on an oil platform) and I have an identified registered work location in England. Or

I am an armed forces' apprentice [as detailed in the Apprenticeship funding and performance management: rules for training providers].

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## SECTION E: YOUR ELIGIBILITY FOR INCENTIVES

As part of an apprenticeship, government offers additional funding to employers and providers when their apprentice meets specific criteria. Please tick the boxes below which apply to you:

I am aged between 19 and 24

I am 25 or over

I have an Education Health Care Plan that I wish to be included as part of the evidence for my apprenticeship for my employer to benefit from the £1000 incentive payment

I am a former looked after child and I wish this to be included as part of the evidence for my apprenticeship for my employer to benefit from the £1000 incentive payment

## SECTION F: ADDITIONAL LEARNING SUPPORT

We are committed to supporting apprentices and helping them achieve the best results. Please let us know if you identify with any of the following learning needs. This information is used (in confidence) by the apprenticeship administration team and you may be contacted to discuss your individual needs prior to programme launch. The information is also shared with the Education and Skills Funding Agency (ESFA) once the apprenticeship is set-up.

**NOTE:** Upon application via the University portal you will be asked further about any additional learning support requirements. This will notify the University's Student Wellbeing and Inclusivity Service (SWAI) to conduct a full assessment of your needs before confirming the specific support we can provide.

### FOR APPRENTICE TO COMPLETE

- |                                     |  |  |
|-------------------------------------|--|--|
| 0 Not Applicable                    | 10 Moderate learning difficulty  | 17 Speech, Language and Communication Needs                |
| 4 Visual impairment                 | 11 Severe learning difficulty  | 93 Other physical disability                               |
| 5 Hearing impairment                | 12 Dyslexia  | 94 Other specific learning difficulty (eg Dyspraxia)       |
| 6 Disability affecting mobility     | 13 Dyscalculia   | 95 Other medical condition (eg epilepsy, asthma, diabetes) |
| 7 Profound complex disabilities     | 14 Autism spectrum disorder  | 96 Other learning difficulty                               |
| 8 Social and emotional difficulties | 15 Asperger's syndrome   | 97 Other disability  |
| 9 Mental health difficulty          | 16 Temporary disability after illness (for example post-viral) or accident | 98 Prefer not to say                                       |

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## SECTION G: GENERAL PRINCIPLES

Your employer has made a formal commitment that they will support your apprenticeship and meet the criteria set out below. Please confirm that these are in place and that you are ready to start your apprenticeship:

You can complete the apprenticeship within the time you have available and that your employer will provide the 20% off the job time needed within your usual working hours

You hold a contract of employment with your employer that extends beyond the date when your apprenticeship would end

You are paid a wage by your employer which is at least consistent with the law

You are not enrolled on another apprenticeship, or another DfE funded FE/HE programme, at the same time as your apprenticeship

You will spend over 50% of your time during the apprenticeship working in England

You have not been asked to contribute financially to the costs of your apprenticeship (and you are terminating your student loan if you have one)

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## SECTION H: NEXT STEPS AND CONSENTS

I will provide the evidence for my age and attainment in Maths and English where relevant before my employer signs the contract for my apprenticeship.

As part of the apprenticeship I will need to complete an Individual Assessment to compare the content of the apprenticeship with my existing and prior qualifications and experience. This is also evidence and information to help shape course content and costs and must be completed prior to contracting.

I understand that without all these pieces of evidence, my apprenticeship cannot commence.

I understand that in registering for my apprenticeship I will be giving consent to Loughborough University to share my details with the End Point Assessment Organisation selected by my employer for the purposes of registering me for my apprenticeship end point assessment.

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## SECTION I: CONTACT PREFERENCES

Please tick the boxes below to confirm whether you would like to be contacted by the Education and Skills Funding Agency (ESFA):

I do not wish to be contacted about courses or learning opportunities

I do not wish to be contacted for surveys and research

I do not wish to be contacted by the ESFA

Please tell us how you would like to be contacted by the ESFA:

by post

by telephone

by e-mail

I do not wish to be contacted by the ESFA

## YOUR SIGNATURE AND DECLARATION

I confirm that the statements made in this eligibility and initial assessment form are true and that if any information that I submitted on this form changes, I will notify the University immediately.

Signature:

Date:

## PART 2: APPRENTICE INITIAL ASSESSMENT

Working with you, Loughborough University is required to assess any previous knowledge or skills you may have at Level 7. Doing so will ensure that we avoid any duplication of learning within your apprenticeship. If we decide that your prior learning meets the requirements of the Apprenticeship Standards, then we will acknowledge this by accrediting that learning. This will reduce what you need to do and the apprenticeship levy cost to your employer. Please provide your CV to help us assess your previous knowledge and skills.

### SECTION A: PRIOR QUALIFICATIONS & LEARNING

#### Information about educational levels:

Level 2: GCSE

Level 3: A level; Professional Qualifications (eg ILM, NVQs etc)

Level 4: Higher National Certificates (HNC); Certificates of Higher Education (CertHE)

Level 5: Foundation degrees; Diplomas of Higher Education (DipHE); Higher National Diplomas (HND)

Level 6: Bachelor degrees; Postgraduate Certificate in Education (PGCE)

Level 7: Master degrees; Postgraduate Diplomas & Certificates; Chartered Qualifications or equivalent (accountancy, etc)

#### Important information about English and Maths qualifications:

It is a requirement of the Education and Skills Funding Agency (ESFA) that all apprentices provide evidence of Level 2 (GCSE or equivalent) English and Maths at Grade C or above.

If you do not currently hold an English and/or Maths qualification at Level 2 with a Grade C or above, or if you hold the qualifications but are currently unable to locate the certificates, you can still apply for the programme.

If you fulfil all other programme and apprenticeship eligibility requirements we can make an offer of a place, and accept you on the programme, subject to a) completion of an online assessment before enrolment, and b) completion of a Level 2 equivalent qualification within 12 months of your registration. Should you need to complete the qualifications you will receive support from the University.

#### Please select the boxes below to indicate whether you hold a Level 2 qualification in English and Maths (ie O'Level/GCSE or the equivalent if you were at school outside the UK):

##### ENGLISH:

I have an English Level 2 qualification at Grade C or above and I am able to provide the certificate for my qualification

I have an English Level 2 qualification at Grade C or above, but I am currently unable to locate the certificate for my qualification

I do not have an English Level 2 qualification at Grade C or above

##### MATHS:

I have a Maths Level 2 qualification at Grade C or above and I am able to provide the certificate for my qualification

I have a Maths Level 2 qualification at Grade C or above, but I am currently unable to locate the certificate for my qualification

I do not have a Maths English Level 2 qualification at Grade C or above

##### AWARDING INSTITUTION:

My qualifications were achieved from a UK based institution

My qualifications were achieved from an Overseas institution

#### Please select one box below that best describes your current highest level of educational or vocational/professional learning:

(9) Entry level

(7) Other qualifications below level 1

(1) Level 1

(2) Full level 2

(3) Full level 3

(10) Level 4

(11) Level 5

(12) Level 6

(13) Level 7 and above

(97) Other qualification, level not known

(98) Not known

(99) No qualifications

Please detail all the *management or leadership qualifications* you hold whether fully or partly achieved. If you hold any other qualifications which had management or leadership elements, please list these also. This information will enable us to determine the suitability of the programme for you and will help us to ascertain whether you have prior learning or qualifications that could provide an exemption for modules.

Year Achieved	Ref No.	Qualification or / and Apprenticeship Name and Level	Content Overview	Awarding Organisation/ Certificate No.
	1		Please describe the main modules or topics studies in each qualification	
	2			
	3			
	4			
	5			

## SECTION B: SKILLS SCAN

The following section is a self-assessment in which you rate your current skills and knowledge against what is required by the apprenticeship. Your responses are used by the University to create your Individual Learning Plan. It also enables the University to check whether you have prior learning or qualifications at the equivalent of Level 7 that could provide an exemption for modules or discount on the programme price. The academic team might contact you for more information, where you indicate that this might be the case.

Competence score: bear in mind that this programme addresses Strategic Leadership

1. I do not need this. I have formal training at Level 7 in the underpinning theories, I am confidently demonstrating these skills and behaviours at a strategic level and can provide evidence to support this.
2. I currently do this in my job, but I need further training and/or experience.
3. I currently do not do this in my job, and I need training and/or experience of this.
4. I have no training and/or experience in this and will need support to gain experience.

**IMPORTANT:** If you select a competency score of 1. in any of the sections below you should describe the tasks and activities that you carry out that demonstrate that you are already fully competent. Please also detail the responsibilities, targets or other measures that your role is accountable for that relate to this skill area.

## SKILLS SCAN FOR STRATEGIC LEADERSHIP PROGRAMME

# indicates learning outcomes (skills and/or behaviours) that will need to be evidenced in the workplace during the period of the apprenticeship.

SENIOR LEADERS APPRENTICESHIP - KNOWLEDGE				
<b>Standard</b>	<b>K1: How to shape organisational mission, culture and values.</b>			
<b>Learning Outcomes</b>	K1.1 Analyse the factors which shape organisational vision, culture and values.			
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness BSPA18 Strategy, Governance and Risk BSPA26 Leading and Influencing Change			
<b>How competent am I?</b>	1	2	3	4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>				
<b>Standard</b>	<b>K2: Organisation structures; business modelling; diversity; global and horizon scanning perspectives; governance and accountability; technological and policy implications.</b>			
<b>Learning Outcomes</b>	K2.1 Analyse the impact of organisational structures on your organisation's strategy. K2.2 Analyse how business modelling impacts your organisation's strategy. K2.3 Analyse the impact of diversity on your organisation's strategy. K2.4 Analyse the impact of global perspectives on your organisation's strategy. K2.5 Examine the requirements of governance structures and the system for accountability in your organisation. K2.6 Evaluate the external environment, social, technological and policy implications on organisational strategy.			
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk BSPA20 Managing Organisational Resources			
<b>How competent am I?</b>	1	2	3	4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>				
<b>Standard</b>	<b>K3: New market strategies, changing customer demands and trend analysis.</b>			
<b>Learning Outcomes</b>	K3.1 Examine how new market strategies, changing customer demands and trend analysis informs organisational strategy.			
<b>Linked Module(s)</b>	BSPA12 Strategic Marketing			
<b>How competent am I?</b>	1	2	3	4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>				
<b>Standard</b>	<b>K4: Innovation; the impact of disruptive technologies (mechanisms that challenge traditional business methods and practices); drivers of change and new ways of working across infrastructure, processes, people and culture and sustainability.</b>			
<b>Learning Outcomes</b>	K4.1 Evaluate how innovation impacts organisational strategy. K4.2 Assess the impact of disruptive technologies on your organisation strategy. K4.3 Analyse the drivers of change that impact your organisation. K4.4 Examine new ways of working across infrastructure, processes, people and culture, and sustainability in own organisation.			
<b>Linked Module(s)</b>	BSPA15 Information Management BSPA18 Strategy, Governance and Risk			
<b>How competent am I?</b>	1	2	3	4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>				



<b>Standard</b>	<b>K5: Systems thinking, knowledge/data management, research methodologies and programme management.</b>
<b>Learning Outcomes</b>	K5.1 Analyse systems thinking, knowledge/data management and programme management in your organisation.
<b>Linked Module(s)</b>	BSPA15 Information Management
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K6: Ethics and values-based leadership theories and principles.</b>
<b>Learning Outcomes</b>	K6.1 Analyse ethical and values based approaches to leadership. K6.2 Investigate regulatory environments, legal, health and safety, well-being and compliance requirements which impact your organisation.
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K7: Competitive strategies and entrepreneurialism, approaches to effective decision making, and the use of big data and insight to implement and manage change.</b>
<b>Learning Outcomes</b>	K7.1 Assess the use of competitive strategies and entrepreneurialism that impact your organisation. K7.2 Evaluate approaches to effective decision making. K7.3 Assess the use of big data and information to implement and manage change in your organisation.
<b>Linked Module(s)</b>	BSPA12 Strategic Marketing BSPA18 Strategy, Governance and Risk
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K8: Financial strategies, for example scenarios, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and non- financial information.</b>
<b>Learning Outcomes</b>	K8.1 Evaluate the importance of strategic financial management using scenarios and modelling. K8.2 Identify and assess trends in relation to your organisation's financial strategy. K8.3 Demonstrate how you apply economic theory to decision making. K8.4 Evaluate financial and non-financial information to direct organisational strategy.
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K9: Financial governance and legal requirements, and procurement strategies.</b>
<b>Learning Outcomes</b>	K9.1 Evaluate financial governance and legal requirements in own organisation. K9.2 Evaluate the use of procurement strategies in relation to own organisation.
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K10: Organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures.</b>
<b>Learning Outcomes</b>	K10.1 Evaluate the impact of organisational and team dynamics in effectively leading and developing people. K10.2 Propose methods to build engagement and develop a high performance, agile and collaborative culture in your organisation.
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

<b>Standard</b>	<b>K11: Approaches to strategic workforce planning, for example, talent management, learning organisations, group work, workforce design, succession planning, diversity and inclusion.</b>
<b>Learning Outcomes</b>	K11.1 Analyse the contribution of talent management programmes, learning organisations, workforce design.
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K12: Influencing and negotiating strategies both upwards and outwards.</b>
<b>Learning Outcomes</b>	K12.1 Evaluate approaches to large scale and inter- organisational influencing and negotiating strategies.
<b>Linked Module(s)</b>	BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K13: The external social and political environment and use of diplomacy with diverse groups of internal and external stakeholders.</b>
<b>Learning Outcomes</b>	K13.1 Examine factors in the external political environment which impact on your organisation. K13.2 Assess approaches to the use of diplomacy with diverse groups of internal and external stakeholders, relevant to your organisation.
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K14: Working with board and other company leadership structures.</b>
<b>Learning Outcomes</b>	K14.1 Evaluate working practices with board and company structures.
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K15: Brand and reputation management.</b>
<b>Learning Outcomes</b>	K15.1 Review best practice in brand and reputation management in relation to your organisation.
<b>Linked Module(s)</b>	BSPA12 Strategic Marketing
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K16: Working with corporate leadership structures, for example, the markets it operates in, roles and responsibilities, who its stakeholders are and what they require from the organisation and the sustainability agenda.</b>
<b>Learning Outcomes</b>	K16.1 Analyse the corporate structure of the organisation, its responsibilities, and stakeholders. K16.2 Map stakeholder demands. K16.3 Asses approaches to a sustainability agenda relevant to your organization.
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

<b>Standard</b>	<b>K17: Crisis and risk management strategies.</b>
<b>Learning Outcomes</b>	K17.1 Evaluate the crisis and risk management strategies in your organization.
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K18: Coaching and mentoring techniques.</b>
<b>Learning Outcomes</b>	
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K19: Approaches to developing a Corporate Social Responsibility programme.</b>
<b>Learning Outcomes</b>	K19.1 Analyse principles of corporate social responsibility which underpin your organisation's strategy. K19.2 Assess the risks facing your organisation. K19.3 Evaluate techniques to manage risk, including environmental impact and cyber security.
<b>Linked Module(s)</b>	BSPA12 Strategic Marketing BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>K20: The organisation's developing communications strategy and its link to their area of responsibility.</b>
<b>Learning Outcomes</b>	K20.1 Apply the principles of communication strategy and link it to your area of responsibility within the organisation.
<b>Linked Module(s)</b>	BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

## SENIOR LEADERS APPRENTICESHIP - SKILLS

<b>Standard</b>	<b>S1: Use horizon scanning and conceptualisation to deliver high performance strategies focusing on growth/sustainable outcomes.</b>
<b>Learning Outcomes</b>	S1.1 Using horizon scanning and conceptualisation, deliver high performance strategies focusing on growth and sustainable outcomes.
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S2: Set strategic direction and gain support for it from key stakeholders.</b>
<b>Learning Outcomes</b>	S2.1 Set a clear agenda and gain support from key stakeholders.
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

<b>Standard</b>	<b>S3: Undertake research, and critically analyse and integrate complex information.</b>
<b>Learning Outcomes</b>	S3.1 Undertake research and critically analyse and integrate complex information.
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness BSPA12 Strategic Marketing BSPA15 Information Management BSPA18 Strategy, Governance and Risk BSPA20 Managing Organisational Resources BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S4: Lead change in their area of responsibility, create an environment for innovation and creativity, establishing the value of ideas and change initiatives and driving continuous improvement.</b>
<b>Learning Outcomes</b>	S4.1 Evidence how you have initiated and led change in your organisation. # S4.2 Show how you have created an environment of innovation and creativity in your organisation. # S4.3 Evidence how you have established the value of ideas and change initiatives in your organisation. # S4.4 Show how you have driven continuous improvement in your organisation. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S5: Lead and respond in a crisis situation using risk management techniques.</b>
<b>Learning Outcomes</b>	S5.1 Show how you have managed conflict in your organisation. # S5.2 Evidence how you manage partnerships, people and resources effectively in your organisation. # S5.3 Outline how you measure outcomes. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S6: Act as a Sponsor/Ambassador, championing projects and transformation of services across organisational boundaries.</b>
<b>Learning Outcomes</b>	S6.1 Demonstrate your role as a Sponsor, how you have championed projects and transformed services across organisational boundaries. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S7: Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management.</b>
<b>Learning Outcomes</b>	S7.1 Examining your organisation's strategies and operations, critique the extent to which good practice in ethics, responsibility and sustainability are achieved. S7.2 Judge practices of resource allocation, business continuity and risk management within you organisation's strategies and operations.
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk BSPA20 Managing Organisational Resources BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

<b>Standard</b>	<b>S8: Apply principles relating to Corporate Social Responsibility, Governance and Regulatory compliance.</b>
<b>Learning Outcomes</b>	S8.1 Demonstrate how you apply principles relating to corporate social responsibility, governance and regulatory compliance. #
<b>Linked Module(s)</b>	BSPA18 Strategy, Governance and Risk
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S9: Drive a culture of resilience and support development of new enterprise and opportunities.</b>
<b>Learning Outcomes</b>	S9.1 Evidence how you drive a culture of resilience within your organization. # S9.2 Show how you support development of new enterprise and opportunities. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S10: Oversee development and monitoring of financial strategies and setting of organisational budgets based on Key Performance Indicators (KPIs), and challenge financial assumptions underpinning strategies.</b>
<b>Learning Outcomes</b>	S10.1 Examine your organisation's financial strategies, including results, and oversee the development and setting of organisational budgets. # S10.2 Critically evaluate financial assumptions that underpin strategies within your organisation. S10.3 Demonstrate accountability for decisions based on relevant information e.g. Key Performance Indicators/scorecard. #
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S11: Uses financial data to allocate resources.</b>
<b>Learning Outcomes</b>	S11.1 Demonstrate the use of financial data to allocate resources within your organisation. #
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S12: Oversee procurement, supply chain management and contracts.</b>
<b>Learning Outcomes</b>	S12.1 Demonstrate how you oversee your organisation's procurement and supply chain management and contracts. #
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S13: Use personal presence and "storytelling" to articulate and translate vision into operational strategies, demonstrating clarity in thinking.</b>
<b>Learning Outcomes</b>	S13.1 Demonstrate how you use personal presence and "storytelling" to articulate and translate vision into operational strategies. S13.2 Demonstrate clarity in thinking and how you use inspirational communication to engage with employees.
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

<b>Standard</b>	<b>S14: Create an inclusive culture, encouraging diversity and difference and promoting well-being.</b>
<b>Learning Outcomes</b>	S14.1 Show how you create an inclusive culture, encouraging diversity and difference in your organisation. #
<b>Linked Module(s)</b>	BSPA20 Managing Organisational Resources
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S15: Give and receive feedback at all levels, building confidence and developing trust, and enable people to take risks and challenge where appropriate.</b>
<b>Learning Outcomes</b>	S15.1 Appraise own ability to give and receive feedback at all levels of the organisation. S15.2 Appraise and evidence your own ability to build confidence in others, develop trust and enable people to take risks. #
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S16: Enable an open culture and high-performance working environment and set goals and accountabilities for teams and individuals in their area.</b>
<b>Learning Outcomes</b>	S16.1 Appraise own ability to open and high performance working. S16.2 Demonstrate setting of goals and accountabilities for teams and individuals. #
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness BSPA20 Managing Organisational Resources BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S17: Lead and influence people, building constructive working relationships across teams, using matrix management where required.</b>
<b>Learning Outcomes</b>	S17.1 Critically assess own leadership and influencing skills. S17.2 Demonstrate using leadership skills to build constructive working relationships across teams. # S17.3 Assess own use of matrix management techniques when leading and developing people. #
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S18: Optimise skills of the workforce, balancing people and technical skills and encouraging continual development.</b>
<b>Learning Outcomes</b>	S18.1 Demonstrate utilisation of workforce skills which balance people and technical skills. # S18.2 Show how you support people through the encouragement of continual development. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

<b>Standard</b>	<b>S19: Manage relationships across multiple and diverse stakeholders.</b>
<b>Learning Outcomes</b>	S19.1 Demonstrate your ability to manage complex relationships across multiple and diverse stakeholders. # S19.2 Demonstrate how you build trust and rapport with the ability to positively challenge others. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S20: Lead within their area of control/authority, influencing both upwards and outwards, negotiating and using advocacy skills to build reputation and effective collaboration.</b>
<b>Learning Outcomes</b>	S20.1 Appraise your ability to lead beyond area of control/authority. S20.2 Demonstrate your ability to influence, negotiate and use advocacy skills to build the reputation of and effective collaboration. #
<b>Linked Module(s)</b>	BSPA10 Personal Values and Effectiveness
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>S21: Shape and manage the communications strategy for their area of responsibility.</b>
<b>Learning Outcomes</b>	S21.1 Demonstrate your ability to shape and manage the communications strategy for your area of responsibility.
<b>Linked Module(s)</b>	BSPA26 Leading and Influencing Change
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

## SENIOR LEADERS APPRENTICESHIP - BEHAVIOURS

<b>Standard</b>	<b>B1: Work collaboratively enabling empowerment and delegation.</b>
<b>Learning Outcomes</b>	B1.1 Demonstrate high levels of self-awareness, emotional and social intelligence, empathy and compassion. # B1.2 Is able to identify mental well-being in others. # B1.3 Works collaboratively enabling empowerment and delegation. # B1.4 Acts with humility and authenticity. # B1.5 Is credible, confident and resilient. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	
<b>Standard</b>	<b>B2: Take personal accountability aligned to clear values.</b>
<b>Learning Outcomes</b>	B2.1 Takes personal accountability aligned to clear values. # B2.2 Demonstrates flexibility and willingness to challenge when making decision and solving problems. # B2.3 Instills confidence demonstrating honesty, integrity, openness and trust. #
<b>Linked Module(s)</b>	N/A
<b>How competent am I?</b>	1            2            3            4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>	

<b>Standard</b>	<b>B3: Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions.</b>			
<b>Learning Outcomes</b>	B3.1 Is confident and brave. # B3.2 Willing to innovate. # B3.3 Seeks new ideas and looks for contingencies. # B3.4 Manages complexity and ambiguity. # B3.5 Comfortable in uncertainty, is pragmatic. #			
<b>Linked Module(s)</b>	N/A			
<b>How competent am I?</b>	1	2	3	4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>				
<b>Standard</b>	<b>B4: Value difference and champion diversity.</b>			
<b>Learning Outcomes</b>	B4.1 Engaging with all. # B4.2 Is ethical and demonstrates inclusivity. # B4.3 Recognising diversity, championing & enabling cultural inclusion. # B4.4 Empowers and motivates to inspire and support others. #			
<b>Linked Module(s)</b>	N/A			
<b>How competent am I?</b>	1	2	3	4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>				
<b>Standard</b>	<b>B5: Seek continuous professional development opportunities for self and wider team.</b>			
<b>Learning Outcomes</b>	B5.1 Reflects on own performance. # B5.2 Demonstrates professional standards in relation to behaviour and ongoing development. # B5.3 Advocates the use of good practice within and outside the organization. #			
<b>Linked Module(s)</b>	N/A			
<b>How competent am I?</b>	1	2	3	4
<b>If you have ticked a competence score of 1 please ensure that you add a brief comment in each box</b>				



## SECTION C: SELF-ASSESSMENT

Briefly outline why you think the apprenticeship programme is appropriate for your development needs. What are the main benefits expected for you and your employer (eg. improve the performance of your department)? How will you know these benefits have been achieved (eg. achieve cost savings)?

## SECTION D: LINE MANAGER CONTRIBUTION

Please review your employee's skills scan in Section B above. Do you agree with the areas where your employee has given a self-assessment of 1? (A self-assessment of 1 means that your employee already has formal training at Level 7 (eg, MSc) in the relevant underpinning theories; and that they are able to provide evidence to demonstrate these skills and behaviours. In this case, Loughborough University will be in touch with your employee to verify this).

**Yes**  **No**

Please review your employee's self-assessment in Sections C above. What benefits do you think this programme will provide for your employee and your organisation?

As this person's line manager do you support the 20% off-the-job requirement for the programme? The 20% off-the-job requirement includes: the taught delivery time; time to research and write assignments; and the provision of opportunities at work to gain and develop relevant skills. Workplace opportunities may be necessary for the person to gather evidence for their End Point Assessment, in order to demonstrate ability against all the Senior Leader standards (as listed above).

**Yes**  **No**

What specific arrangements are you planning to put in place to facilitate the 20% off-the-job requirement? For example, you may be planning to provide project work so that the individual can gain experience in areas outside of their regular job role; or to facilitate others, in the individual's team, to cover work in the individual's absences.

## LINE MANAGER SIGNATURE

Signature:

Date: