

**March 2006**

Life remains busy for the Busec team as achieving membership of the Chartered Institute of Personnel and Development using Professional Assessment of Competence (PAC) continues to be an attractive option for Human Resource professionals - and changes to NVQs have made them more aligned to both personal development and employer's needs.

During the past six months we have started to work with a number of candidates from the Royal Military Academy at Sandhurst and page 5 gives you a small insight into how they are using professional and vocational qualifications. We have now "got to grips" with the new Leadership and Management standards for professional assessment and in this edition we give you some information about how the new National Occupational Standards have influenced the revised Management NVQs. As always we are delighted to welcome and congratulate a wide variety of candidates and welcome any ideas you may have for articles in future editions of Portfolio.

*Marilyn Charleton*

## Meet the Team



Hello, I am **Teresa Leppard** and I have been assessing and verifying NVQs for over 10 years. During that time I have worked with candidates from a variety of organisations, from the small owner/manager to large national companies. With no day ever the same, the work remains interesting and stimulating.

I have seen NVQ qualifications develop, making them more user friendly and therefore more attractive as a learning and development route. Two of the main benefits include a method of gaining a nationally recognised qualification without examinations and secondly, achievement through assessment in the workplace.

I now primarily work with NVQs in Management, Business and Administration, Customer Service and Learning and Development. The latter includes the A1 Assessor Award which provides organisations with in-house assessors, so enabling an effective NVQ process on a continuous basis. This award is gaining interest, particularly from within the public sector.

Over the past year I have started teaching as well as assessing - roles which complement each other. My courses include the Institute of Leadership and Management (ILM) Team Leadership Certificate and it is very satisfying to see the benefit derived from the associated networking. To continue my own self development I am currently undertaking the V2 External Verifier's award and the Level 4 Certificate in Further Education Teaching. It's a busy life, particularly when balanced with looking after my twin sons, and not forgetting our rabbit !

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**New for 2006 !**

**In each edition we give you the opportunity to meet some of your fellow candidates. Meet Kay who has just started the programme; and Chris who has recently completed using the executive discussion route and upgraded to Chartered Fellow.**

## Candidate's Cameos

My name is Kay Griffiths, I am a Training and Development Manager and I have been working for the Treloar Trust for over nine years. I have been involved with training and development as part of the HR team at Treloars since 1999. The Treloar Trust is a charity consisting of a School and College for physically disabled children and young people. The training team consists of 6 staff providing a range of training solutions to a diverse staffing group including teachers, physiotherapists, nursing, administrative and care staff. Having completed my CTP and a BSc a few years ago, I decided I wanted to undertake a qualification that reflects the experience I have gained over the years in this role. The PAC route seems ideal. I have had my first two meetings with Marilyn, my adviser, who has explained the process to me and I feel very enthusiastic and keen to get underway. I am now well underway with my first elective and have chosen Designing and Delivering of Training from the Learning and Development suite as it covers an area with which I feel very comfortable and I think it will provide me with the confidence to tackle the following electives. I am intending to start the management research report quite soon and am using the subject of succession planning. This will not only get such a big undertaking out of the way, but will allow me to report back the findings to the senior management team as early as possible. All things being well I hope to complete the programme by the end of April 2007.



**Kay Griffiths**  
Treloar College

I am Chris Locke, Head of Learning Development and Change for Hampshire County Council; my key responsibilities being management of the corporate L & D function and the creation & implementation of organisational change initiatives. This contributes to a Council that is a dynamic, business-focused organisation with a strong leadership & people management culture. I have been involved in L&D for about sixteen years and joined the CIPD (or the Institute of Training and Development, as it was then) in 1991, becoming a Licentiate member in 1996. For further development I then chose to study for an MBA; this proved to be enormously challenging, excellent learning and very valuable to my career at the time. I had avoided upgrading my CIPD membership for many years as I felt I didn't want to "leap through the hoops" they demanded, that is until I discovered the Executive Assessment approach offered by Busec which promised a much more facilitated route through portfolio creation and assessment. One of the challenges I faced, having spent much of my career either in resourcing or learning and development, was providing evidence for the employee relations and employment legislation elements of HR. This led me to undertake additional tasks and a great deal of research into areas in which I was not used to working. This was fascinating and invaluable in supporting the restructuring work being done both within HR at Hampshire and within the Authority as a whole. My management report researched approaches to Strategic Learning and Development Planning and was very relevant to the work I was doing at the time; I have implemented nearly all my recommendations. The whole experience has been both invaluable and fun and I wish I had done it a few years ago! I have now been awarded my upgrading to Chartered Fellow.



**Chris Locke**  
Hampshire County Council

**Institute of Leadership & Management (ILM).....**

## Welcome.....


to the following candidates who have recently enrolled on to the PAC programme with Busec


|                   |                                 |                                 |                    |
|-------------------|---------------------------------|---------------------------------|--------------------|
| Claire Brooks     | H R Business Partner            | Portman Building Society        | Bournemouth        |
| Ian Crabtree      | Head of Divisional Support      | CincFleet, Royal Navy           | Portsmouth         |
| Neville Dennett   | Head of H R Transactional       | Defence Logistics Org. , MoD    | Bath               |
| Wendy Gould       | Senior H R Manager              | Daimler & Chrysler Retail       | Milton Keynes      |
| Kay Griffiths     | T & D Manager                   | Treloar College                 | Alton              |
| Carl Haggas       | H R Manager                     | ACNeilsen                       | Oxford             |
| Anna Lawrence     | H R Adviser                     | Anchor Homes                    | Budleigh Salterton |
| Stuart Liversidge | H R Manager                     | Wix Filtration Products Ltd     | Southampton        |
| Kay Loram         | Personnel Manager               | Connexions Cornwall & Devon Ltd | Launceston         |
| Roger McLellan    | Operations Director             | W A Turner                      | Tunbridge Wells    |
| Pam Neilson       | H R Adviser                     | Crown Prosecution Service       | Guildford          |
| Karen Nethercott  | Director of Corporate Affairs   | Westcountry Ambulance Services  | Exeter             |
| Julie Newnham     | Head of Personnel               | Isle of Wight College           | Newport            |
| Anne Perry        | Head of H R                     | BAE Systems                     | Plymouth           |
| Jackie Scarfe     | H R Manager                     | Mitie Engineering Services Ltd  | Farnham            |
| Tim Slater        | Head of Service Corporate Group | Havant Borough Council          | Havant             |
| Julie Stewart     | Staff Development Manager       | Surrey Probation Area           | Godalming          |
| Karen Whittington | Personnel & Training Manager    | Isle of Wight Council           | Newport            |

**Welcome to our NVQ candidates:** Alan Harris, Alan Renton, Victoria Wales & Nicki Walker who have begun the L&D Level 3 programme — and Alan Higgins, Teresa Leppard & Matthew Wheeler who have begun the A1 Assessor Award. **Congratulations!** to Barbara King from BP Oil and to Adam Boodle & Brian Pearce from Defence Munitions. These candidates have all recently completed the A1 Assessor Award. Also to Kim Healey from Lester Aldridge Solicitors who achieved 3 units from the Personnel Level 4 award.

### Busec Congratulates these candidates who have recently qualified !

|                     |                                   |   |
|---------------------|-----------------------------------|---|
| David Backhouse     | Thames Valley Police              | Chartered Fellow                              |
| Barbara Barrett     | Northampton Primary Care Trust    | Graduate awaiting upgrade to Chartered Fellow |
| Tim Breden          | Kate's Cakes Ltd                  | Chartered Fellow                              |
| Rachel Byers        | Adams Morey Ltd                   | Chartered Member                              |
| Jacqui Chesterfield | Army Training Regiment, Lichfield | Chartered Member                              |
| David Eccles        | Portsmouth & IOW NHS Trust        | Chartered Fellow                              |
| David Harris        | Lockheed Martin                   | Chartered Member                              |
| Bernard Harvey      | Degussa Ltd                       | Chartered Fellow                              |
| Andrea Herat        | ACC Distribution                  | Chartered Member                              |
| Anna Hicks          | Aspects & Milestones Trust        | Graduate awaiting upgrade to Chartered Member |
| John Hood           | Royal Fleet Auxiliary             | Chartered Member                              |
| Robin Lock          | Royal Fleet Auxiliary             | Chartered Member                              |
| Chris Locke         | Hampshire County Council          | Chartered Fellow                              |
| Sundae Spiers       | Lucent Technologies               | Graduate awaiting upgrade to Chartered Member |
| David Wingham       | Penwith Housing Association       | Graduate awaiting upgrade to Chartered Member |

 **Congratulations to Victoria Rockley and her partner Ian on the birth of their baby daughter, Molly, born on December 28th**

 **Congratulations to Pam Blezzard & her partner Michelle on the occasion of their civil partnership on January 28th in Petersfield.**

.....Endorsed Training.....

# What is External Verification?

**Busec Ltd** is approved by the CIPD awarding body to offer both professional assessment of the CIPD professional standards (PAC) and NVQ qualifications. To achieve and maintain this status, Busec needs to meet stringent standards, which are monitored by external verification.

**Wendy Strohm**, the CIPD Regional External Verifier for PAC and an External Verifier for both PAC and NVQ, outlines the process.

The external verification process is about monitoring that **Busec** continually meet the standards set by the CIPD. The centre is allocated an External Verifier (EV) who visits regularly and samples all aspects of the centre processes, together with examples of candidate work. Sometimes they meet or talk to candidates or sit in on workshops or meetings. This makes it all sound very easy – but it is rather more involved!

**Busec** need to have high standards of management policies and systems in place – for example in health and safety, equal opportunities, and in internal quality assurance and ensure that they monitor all these areas internally as the EV will ask for evidence that this has taken place.

A large amount of the centre's time is taken up with assessment of candidates against the standards. There are a lot of requirements for **Busec** to meet – involving diagnostics, assessment planning, advisory and tutorial support, assessment visits, together with the need to document every stage, to enable the EV to monitor the process from start to finish. They also need to provide appropriate preparation and resources for candidates to achieve the standards – this can involve providing access to workshops, journals, and websites, and again the EV will monitor that the centre is up-to-date in these areas.

On top of this, **Busec** must also internally quality assure the advisory and assessment process, this is also known as internal verification (IV). It has a system of ongoing IV throughout the full process and this is achieved through a variety of methods. It will involve the sampling of candidate work, observation of advisors and assessors and attendance at team meetings and workshops to ensure everyone has a consistent and standardised approach. The EV will monitor that **Busec** is doing this, and often use similar types of sampling for the EV process.

One of the centre's most important activities involves the evaluation and review of practice. The monitoring information they glean from their internal quality assurance activity feeds into improvement of policies and systems and the EV findings can contribute to this activity. So, whilst CIPD has an inspection role, we would prefer to see this as a partnership approach to improvements to benefit not only the centre but the candidates within it.

The EV completes a report informing the CIPD how the centre is doing in terms of meeting the standards required of a qualification centre. This report is an auditable document and on occasion, for NVQ qualifications, sampled by the Qualifications and Curriculum Authority (QCA), who in turn make sure that CIPD are getting it right!

The EV will submit every report to their line manager, the Regional External Verifier (REV), in this case myself. I am required to give feedback on every report, both to the EV and to CIPD. This includes assessing a risk rating for the centre, based on how well they are meeting the standards (and you will be pleased to know **Busec** has always been a low-risk!), as well as action or development for the EV.

I hope that this article gives you an insight into the role of CIPD external verification and gives you confidence that we are all working towards the integrity of qualifications and standards through quality of both candidate work and centre systems.

*Wendy Strohm*

**.....will be offered.....**

## AN EXCITING TRAINING OPPORTUNITY WITH THE ARMY

At Busec we are lucky enough to work with a wide range of organisations; this is extremely interesting, especially when we were invited to visit Sandhurst.

We thought readers may like to learn a little about how the Army are using CIPD vocational qualifications.



Most people will be aware of the Royal Military Academy, Sandhurst (RMAS); it is famous for being the home of training for British Army officers. RMAS was formed in 1947 from the amalgamation of two older institutions, the Royal Military Academy and the Royal Military College. In 1972 a further re-organisation saw RMAS taking on responsibility for training short service cadets, graduate entrants and territorials.



Since then several other changes have occurred reflecting the changing needs and structure of the Army and resulting in the current 44 week Commissioning Course that is now open to women, graduates and non-graduates who have been selected by the Regular Commissions Board as having the potential to be officers in the British Army. You

may not know that the course was accredited by the CIPD against the standards of its Core Management programme in 1997.

The Army Education & Training Service (ETS) believed that the instructors at RMAS should also gain external recognition for their work in training the future officers. They also wanted to provide a structured opportunity for their personal development. ETS approached the CIPD as the lead body for training professionals for guidance on options for instructor qualifications. It was agreed that the NVQ Level 3 in Learning & Development was an appropriate qualification that aligned to the role of a RMAS instructor and the Commissioning Course and was acknowledged by CIPD as a suitable training/assessment activity. It was at this point that Busec started to become involved.

After a number of meetings over several months between Busec and the RMAS Leadership and Development Staff Officer, a contract was drawn up. Busec worked with RMAS to tailor processes to deliver the L&D NVQ to RMAS instructors. The model we have implemented is to use RMAS staff who already hold the D32 & D33 assessor awards as lead assessors, with Busec providing the independent assessor and the internal verifier, Jill Nother. Sarah Pilbeam and Jill delivered two "Raising Awareness of Assessor Practice" workshops in Autumn 2005 for potential assessors. This ensured that they were up to date with the latest assessor standards. We followed this up with half-day workshops for those who have volunteered to be lead assessors to familiarise them with the L&D NVQ standards. The assessors are now ready to go live with their own candidates.

An instructor's tour of duty at RMAS usually lasts for two years. Obviously if they start their NVQ close to the beginning of their appointment they have plenty of time to complete the full programme. However, for instructors with less time left at RMAS we have been able to offer partial awards such as the A1 assessor award and the Certificate in Review and Assessment of Learning (comprising 3 units including A1), so everyone has the chance to gain something. If successful not only will they gain a nationally recognised qualification but they will also have the opportunity to become Associate Members of the CIPD.



The custom of the Adjutant riding his horse up the steps at the end of the Sovereign's Parade dates from 1926 when Major (later Lieutenant General) FAM "Boy" Browning accomplished this feat, though there is no explanation for why he did this!

.....by Busec Ltd.....

## The *new* Management Standards - some questions answered

The Management Standards Centre (MSC) has been engaged in a publicly funded project to develop a new set of National Occupational Standards (NOS) for management and leadership. The new standards, which were approved in May 2004, describe the level of performance expected in employment for a range of management and leadership functions/activities. From this the new Management and Leadership Qualification Suite (NVQs), the benchmarks of best practice, was launched in 2005.

### How can the Management Standards be used?

- **as a Continuous Professional Development (CPD) tool**

The standards provide the basis of a skills, behaviours and knowledge analysis to enable *managers* to measure themselves against what they *should* do, evaluate what they can do and identify what they *need* to do to be an effective manager.

- **as a business planning tool**

An *employer* can use the standards to evaluate existing management skills, identify skills gaps and to plan for learning, development and recruitment.

### So what are the main differences between the old and new NVQ standards?

- **the structure and layout** – the new standards no longer have Elements and Performance Indicators. They consist of Units, Outcomes of Effective Performance (formerly performance criteria), Behaviours, and Knowledge. The changes were made to reduce the Units to a more manageable size and to avoid repetition and duplication.
- **the style of the standards has changed** – The evidence requirements have been removed to widen the use of the standards and make them more flexible and suitable for a wide range of managers.
- **the language is more straightforward.**

### How many Levels are there?

- **there are four levels within the Management and Leadership Qualification Suite:**

|                             |  |
|-----------------------------|--|
| <b>Team Leading Level 2</b> | for candidates who have a responsibility for the work of others  |
| <b>Management Level 3</b>   | aimed at those responsible for control of activities and work output of a team.                                    |
| <b>Management Level 4</b>   | is for managers with a personal responsibility and autonomy who are more focused on managing projects than people. |
| <b>Management Level 5</b>   | is for those responsible for the control of activities and work output of other managers.                          |

Find more information and copies of the NVQ standards on these websites:

[www.cipd.co.uk](http://www.cipd.co.uk)  
[www.management-standards.org](http://www.management-standards.org)

[www.ocr.org.uk](http://www.ocr.org.uk)  
[www.ssda.org.uk](http://www.ssda.org.uk)

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**If you would like to find out more about any of the opportunities Busec has to offer then please contact us!**

**We would really like to hear your views about PORTFOLIO and any ideas that you have for forthcoming issues. Do give us a ring or email**

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CIPD are on the web. Why not visit them on [www.cipd.co.uk](http://www.cipd.co.uk)