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welcome

You have enrolled in the National Certificate in Business (First Line Management) programme.

This programme recognises the skills and knowledge required to lead people in a Team Leader or Supervisor role.

It has been designed to offer a varied approach to achieving a level of qualification as a First Line Manager.

The purpose of this intro guide is to provide you with the background information that will assist in your selection of what level of qualification is right for you and it outlines how you progress through your qualification.

This programme has been developed in partnership with ATTTO, the ITO for the Aviation, Travel and Tourism sectors.

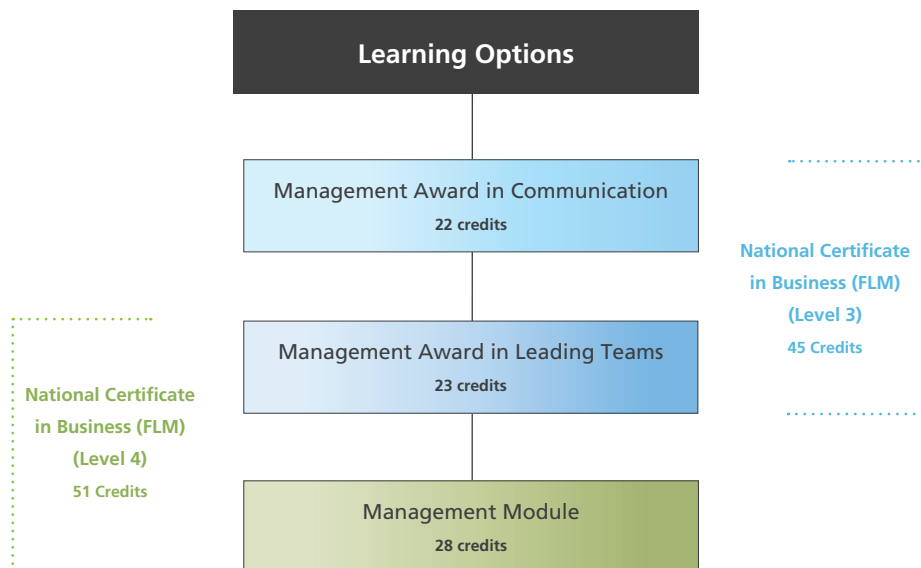
your qualification pathway

The National Certificate in Business (First Line Management) package is a smart and easy way for you to achieve management qualifications.

Within this programme there are two qualifications available:

- National Certificate in Business (FLM) (Level 3)
- National Certificate in Business (FLM) (Level 4)

To make it easier for you to achieve either or both of these qualifications, they have been broken down into three modules with flexible entry and exit points.





your qualification pathway

Progressing through the three smaller modules one at a time means that you can break down your learning, but still be working towards full qualifications at the same time.

- Attaining a Management Award in Communication (Level 3) and a Management Award in Leading Teams (Level 3 and 4) means you have achieved a National Certificate in Business (FLM) (Level 3)
- Attaining a Management Award in Leading Teams (Level 3 and 4) and a Management module means you have achieved a National Certificate in Business (FLM) (Level 4).



your qualification

The table below shows the modules of learning, what you will learn about and the target audience for each.

Module	What you will learn about	Target Audience	Unit Standards
Module 1			
Management Award in Communication (Level3) 22 credits	<ul style="list-style-type: none"> • Give oral Instructions in the workplace • Give and respond to feedback in performance • Listen to gain information in an interactive situation • Contribute within a group/ team which has an objective(s) • Speak to a specified audience in a predictable situation • Write a short report • Demonstrate knowledge of quality and its management 	This part of the programme is aimed at people who are new to the role of being a supervisor or team leader, or are at the stage of their career where that is the next step	1312
			9705
			11097
			9681
			1307
			3492
8085			
Module 2			
Management Award in Leading Teams (Levels 3 and 4) 23 credits	<ul style="list-style-type: none"> • Demonstrate and apply knowledge of team building skills • Identify Key organisational principles • Demonstrate knowledge of performance management planning • Develop strategies to establish and maintain workplace relationships • Supervise workplace operations 	This part of the programme is aimed at people who have been in the role of a supervisor or team leader for some time but have not had the opportunity to achieve any leadership qualifications	18336
			16342
			23396
			1987
			1988





your qualification

Module	What you will learn about	Target Audience	Unit Standards
Module 3			
Management module (Level 4) 28 credits	<ul style="list-style-type: none"> Plan and monitor the performance of others Manage interpersonal conflicts Apply time management concepts and skills in business situations Participate in a formal meeting Apply problem solving techniques Lead a group/team to achieve an objective(s) 	This part of the Programme is aimed at experienced and qualified supervisors and team leaders who are preparing for the next step towards a management position	23397
			9704
			16614
			9679
			9696
			21335

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Each unit standard that you gain will be registered on your Record of Achievement (ROA) on the National Qualifications Framework. For more information on the details of each unit standards listed see www.nzqa.govt.nz

Once you successfully complete all of the qualification requirements, you will be awarded the appropriate First Line Management qualification.



programme delivery

This is a predominantly self paced programme with most of the learning happening experientially in the workplace at your own pace.

Each module, however, will start with a one day facilitator led orientation workshop.

The purpose of the workshops is to:

- Introduce you to the key concepts included in the module
- Provide you with an understanding of what is expected of you
- Debrief key concepts about learning
- Provide an opportunity for you to set up study groups and networks with your fellow learners.



Contact your Skills Active Relationships Manager (RM) on
0508 4SKILLS (0508 475 4557) for information about workshops.



leadership competencies

This programme has been designed to support the following organisational leadership competencies.

Team Leadership <i>Module 2</i>	The willingness to take responsibility for meeting the needs of the team, ensuring clarity around individual roles and expectations, encouraging input and keeping the team motivated and committed to achieving overall objectives
Planning and Organising <i>Module 2 and 3</i>	The ability to plan, organise, schedule, monitor and control work in the short and long term, ensuring effective use of time, money and resources to meet objectives
Functional Technical Skills <i>Module 3</i>	The ability to perform the technical tasks necessary to perform the job e.g. operate a ski lift, resuscitate a water logged swimmer, competent in Microsoft Word
Priority Setting <i>Module 1</i>	The ability to decide from a group of tasks which is most important and requires the most urgent attention
Developing Direct Reports <i>All modules</i>	The willingness and ongoing commitment to foster the learning and development of others so that they are able to meet the expectations and objectives of their role and their individual aspirations
Managing and measuring work <i>Modules 2 and 3</i>	The ability to manage and measure the performance of others to meet expectations and objectives
Interpersonal savvy <i>Module 2</i>	The willingness and ability to relate to other people, recognising and understanding differences in individuals and groups and adapting their own behaviour accordingly
Customer Focus <i>Module 1</i>	The willingness to focus effort on meeting the needs of internal and external customers
Communication <i>Module 1</i>	The ability to communicate, both orally and in the written word in a clear and concise manner that is easily understood
Problem solving <i>Module 3</i>	The ability to define and analyse the problem, evaluate possible solutions, and implement and review the solution
Conflict management <i>Module 2 and 3</i>	The ability to anticipate situations in the early stages of conflict and negotiate appropriate resolutions

who is involved in the process?

It's all about you!



Your role in this learning is to participate to the best of your ability by:

- Using your learning time effectively
- Planning your learning and sticking to the plan
- Asking for help if you get stuck
- Completing tasks such as reading, answering questions or doing practical activities on time
- Thinking about what you are learning and how it relates back to the work you do in your job
- Helping other learners or letting them help you

Your Learner Support Team

To support you through the learning and assessment for this programme you will have a support team. They will include:



Assessor



Skills Active
Relationship Manager (RM)



Evidence Verifier

your learner support team

An Evidence Verifier :

- Will be from your workplace and is experienced in the knowledge and skills you want to gain
- They will provide guidance from a workplace perspective and verify your evidence through observation and verification of your performance whilst at work.
- It is likely the evidence verifier will be a supervisor, team leader, senior staff member or manager.



A Skills Active Registered Assessor:

- Will manage your assessment, guide the evidence verifier and provide you with feedback on your evidence
- Your assessor may or may not be from your workplace.



your learner support team

Skills Active Relationships Manager (RM)

- An important part of Skills Active training is to support and guide you and your employer
- Skills Active Relationship Managers are available to explain the training process and answer any questions
- Your Relationship Manager (RM) may visit you on-site and is also available by phone if you need support between visits.

The New Zealand Qualifications Authority (NZQA)

- This is the government run organisation that manages all National Qualifications
- NZQA will formally record your successful completion of your training on your NZQA Record of Learning
- For more information on NZQA visit www.nzqa.govt.nz.





your learning journey

The table below details each step in your learning journey.

Step

1	Attend your orientation workshop
	Attend the orientation workshop where you will receive your Learning Resources. These will include: <ul style="list-style-type: none">• Info Book - this will contain the reference material for the module including activities and reflections.• Workbook - this will guide your learning and assessment and capture the evidence you need to submit for assessment
2	Plan your learning
12	It is important to plan what, when and how you will complete your learning and assessment. This will involve identifying: <ul style="list-style-type: none">• What you will be learning and what resources you will need• When you will do the learning and assessment activities• Who will be supporting you• You need to set and agree time-frames with your evidence verifier
3	Do it!
	<ul style="list-style-type: none">• Work through the workbook. Along the way you will be completing questions, tasks and activities that will guide you to produce evidence in preparation for assessment. Your evidence verifier will check your progress and verify your work.• Your info book will provide information and reference material to help develop your understanding
4	Progress checks and verification
	<ul style="list-style-type: none">• As you work through the tasks and activities in your workbook your evidence verifier will sign off completed tasks and activities and the verification form at the end of your workbook



your learning journey continued

Step

5	Prepare for assessment
	<ul style="list-style-type: none">Once you have completed the tasks and activities in your workbook, and your evidence verifier agrees you are ready to submit your work for assessment, complete the checklist at the end of your workbook and submit it for assessment
6	Assessment
	<ul style="list-style-type: none">The assessor will review your work, check you have met the required standard and provide some feedback on your evidenceIf a workplace visit is needed it will be arranged by the Skills Active assessor
7	Congratulations!
	<ul style="list-style-type: none">Once you have been assessed as competent, your assessor will report your achievement to Skills Active. Skills Active will then report this to NZQA and your ROA will be updated

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glossary

Programme	The programme describes the entirety of the National Certificate in Business (First Line Management) training package
Module	Refers to one phase of the programme
Leadership Competencies	Leadership competencies describe a set of specific skills essential to good leadership
NZQA	New Zealand Qualifications Authority
Unit Standard	A nationally registered, coherent set of learning outcomes and associated performance criteria, together with technical and management information that supports delivery and assessment. Each Unit Standard is registered on the National Qualifications Framework (NQF) and describes what a learner needs to know or what they must be able to achieve in that particular subject, in the form of specific learning outcomes
Competent	An NZQA term that describes the ability to apply particular knowledge, skills, attitudes and values to the standard of performance required in specified contexts
NYC	NYC is an NZQA term that stands for Not Yet Competent which means the required standard in a particular Unit Standard or part of a Unit Standard has not yet been achieved
Activity	An exercise that enables you to check your understanding of a particular learning point
Reflection	An opportunity for you to reflect and record how a particular learning point is relevant to you
Assessment	The collection and evaluation of evidence provided by a learner to demonstrate competency in a Unit Standard
Workbook	The Workbook is provided for the recording and evaluation of evidence collected
Credit	A mark gained on completion of a Unit Standard which can contribute to a qualification. Each Unit Standard has an allocated number of credits