



# **Level 5 Associate Diploma in People Management**

## **Learner Course Handbook 2023**

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## Centre Information

**City Skills is based in South Croydon and can be found at:**

City Skills

Unit 59 Capital Business Centre

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South Croydon

CR2 0BS

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0203 870 4836

**Programme Manager:**

Jim Blythe

**Programme Manager Email:**

[jim.blythe@city-skills.com](mailto:jim.blythe@city-skills.com)

**Quality Manager:**

Matt York

**Quality Manager Email:**

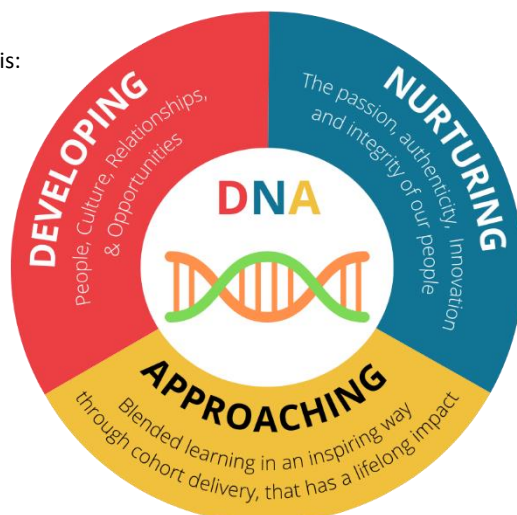
[matt.york@city-skills.com](mailto:matt.york@city-skills.com)

### Who are City Skills?

City Skills is a private training provider that originally provided apprenticeship solutions to businesses in the heart of the capital, London, since 2018. Since that time, City Skills has grown to offer a varied range of apprenticeship support to businesses across England in many different sectors, such as education, retail, health care, and insurance.

City Skills puts quality at the heart of its provision to ensure an innovative approach is taken to meet the needs of its clients and more importantly its learners. We have designed our programmes so that they create the best possible learning experience and collaborative approach in enabling its learners to continue in progressing in their chosen career or further study.

City Skills mission statement is:



## CIPD information - The Chartered Institute of Professional and Development

City Skills is delighted to be an approved study centre, offering the CIPD qualification. The CIPD has become the largest organisation in the world that represents a professional body of experts in people at work. For more than 100 years, they've been championing better work and working lives, by setting professional standards for HR and people development, as well as driving positive change in the world of work.

With hubs in the UK, Ireland, Middle East, and Asia, the CIPD is the career partner of choice for more than 160,000 members around the world. They are the only body in the world that can award Chartered status to individual HR and L&D professionals.

As a globally recognised organisation, CIPD is committed to providing HR and L&D professionals guidance and support throughout every step of their professional career, through providing insightful opportunities for personal learning and development courses, and CPD to enhance their own knowledge and skills to further advance their career; whilst demonstrating their value to the organisation they are work with and the profession.

City Skills have designed the curriculum to ensure all learners are able to gain the knowledge and skills needed to provide a professional practice in the workplace. City Skills is extremely proud to have been rigorously vetted to be accepted as an approved provider of this qualification for CIPD. City Skills will continuously work with the CIPD to ensure it remains current in its delivery of offering high quality of learning to all learners.

### **What is the purpose of the CIPD:**

As the world continues to evolve, so will the CIPD by ensuring it champions better work and working lives by promoting positive practices in the workplace for people and organisational development, which in turn benefits the individuals, business, economies, and society.

### **What is the vision for the CIPD:**

We want to create a world of work that's more human. By changing hearts and minds about the purpose of work, the value of people and the role of people professionals, we'll help ensure that work creates value for everyone.

The CIPD will achieve this by:

- influencing policy and practice to convince decision makers that when you put people first in decisions about work, everyone stands to gain
- establishing an internationally recognised gold standard for HR and people development, to ensure that the people profession is universally trusted and valued as principles-led, evidence-based, and outcomes-driven community of experts who can make work generate value for everyone

## CIPD Membership

During your programme your facilitator will be discussing the different types of membership and the benefits that CIPD can offer. City Skills and CIPD will expect you to maintain your membership throughout your studies and learning of your qualification.

The different types of membership detailed below have been designed by CIPD, to ensure you are being developed throughout your professional career.

Regardless of your membership level, the CIPD expects all members to keep an accurate CPD record of all their on-going learning and development. Should you require any assistance or guidance of how to record your CPD, ensure you speak with your City Skills facilitator, utilising the CIPD resources from the website, and attending local CIPD branch meeting.

### Student Membership

Students who are not currently members of the CIPD must take out a student membership upon starting their qualification. As with all memberships, regardless of having a student membership, will give the individual exclusive access to all learning and essential HR resources straightaway to help enhance their learning and career progression.

As mentioned above, having a student membership will also provide you with access to other HR professionals in your local area. You are encouraged to attend these to further increase your knowledge and professional practice whilst networking with others in the profession.

Learners that are successful in completing their chosen qualification, will then be encouraged to upgrade to the most appropriate professional grade to ensure they can continue enjoying exclusive access to the CIPD website and other support mechanisms.

### Types of membership once completed

*On completion of your qualification, you will only be eligible for the Associate Member (Assoc).*

#### Associate Member (Assoc):

This level of membership requires you to be able to deliver operational impact with increasing complexity. You can demonstrate you are using your knowledge to address and react to the business needs, whilst you are actively influencing the day-to-day people approach in your organisation.

#### This grade could be for you if:

- you have experience working at Associate Member level for a minimum of one year within the last five years
- you're delivering 'hands-on' operational work with some complexity that supports wider business needs
- you're contributing to the thinking and development of people solutions for your organisation
- you're using your experience and expertise to implement HR and L&D solutions, such as people projects, or advising on practice and policy
- you're collaborating with, and influencing, immediate stakeholders such as professional colleagues or customers
- you're using evidence and information from different sources to inform your decisions and actions
- you're building an understanding of your organisation and the complexity of its people issues
- you're using your knowledge of people practices evaluating how your work impacts people and the organisation

You will find the link below useful in helping you to understand more about the Associate Membership.

[Associate Member \(Assoc CIPD\) | CIPD](#)

Successful completion of an Associate Diploma or Advanced Diploma will result in Associate Membership of the CIPD, and the use of the designation Assoc CIPD.

In addition, Associate Members who hold an Advanced Diploma may be eligible to upgrade to Chartered Member or Chartered Fellow, depending on experience.

## Other types of memberships

During your exciting new career, you will have the opportunity to progress and develop your membership into the other grades as detailed below.

You can find out more about the different levels of CIPD memberships by clicking the attached link.

[Membership grades | CIPD](#)

### Chartered Member (MCIPD):

This level of membership requires that associate members have been in a relevant job role for a minimum of 3 years and can provide evidence of CPD activities.

#### This grade could be for you if:

- you have experience working at Chartered Member level for a minimum of one year within the last five years
- you are an experienced people professional who is working operationally while thinking strategically
- you deliver people solutions that drive change within organisations and/or the profession
- you'll lead the thinking in your area of people practice, using in-depth knowledge of your organisation to inform people strategy
- you'll be aware of the wider impact of your work on other people approaches in your organisation, and its impact on business practices and goals
- you'll influence and collaborate with a wide range of people including your immediate colleagues, other people professionals and stakeholders across your organisation
- you can provide insight and perspective on relevant business trends outside the organisation, and in the people profession as a whole
- you'll evaluate, question, and assess information from a range of sources to make evidence-based judgements and decisions

### Chartered Fellow (FCIPD):

This membership requires the HR professional to have held a senior position within the profession several years and can provide suitable evidence of relevant CPD activity.

#### This grade could be for you if:

- you have experience working at Chartered Fellow level for a minimum of one year within the last five years. This is a minimum requirement, and it's likely that you will need more than a year
- you are an experienced people professional who is working strategically with high levels of complexity
- your work will usually be entirely strategic in thinking and/or delivery
- you'll lead the thinking on people function across the organisation
- your work changes mindsets and attitudes, transforming the way organisations think about and value their people
- your evidence-based thinking is driving complex people programmes which have a significant impact on the organisation, its sector and in the wider profession
- your expertise influences at senior levels and is shaping the future of the people profession
- you're a role-model for the people profession, making ethical decisions backed by professional integrity

*In addition, Associate Members who hold an Advanced Diploma may be eligible to upgrade to Chartered Member or Chartered Fellow, depending on experience.*

## Qualification Overview

The qualification will be delivered through both face to face and online live sessions, with your facilitator. Your sessions will take place every 2 weeks with a duration of 7 hours for 12 months. For this qualification it requires all learners to receive a minimum of 175 guided learning hours. At the start of your qualification, you will be provided with all teaching dates, to ensure you are aware of facilitated sessions to aid your development. Whilst this is quite a commitment, we are committed to recording all our live sessions to ensure you can review the missed session and complete all tasks on time.

During these sessions, your facilitator will use a range of methods to ensure that you are motivated and engaged in the learning programme. These can include case studies, presentations, and lectures.

Below, you will find the unit titles you will be expected to complete to fully achieve this qualification. Through all the facilitated sessions, you will be expected to complete assignments to formalise your learning. On page 14, you will find a table which will allow you to discuss when assignments will be set and need to be submitted, to ensure you receive timely summative feedback.

During the length of your qualification, you will be completing 7 units, these are:

Reference	Unit Title	RQF*	Credit	TUT*	GLH*
5CO01	Organisational performance and culture in practice	5	7	70	30
5CO02	Evidence-based practice	5	6	60	25
5CO03	Professional behaviours and valuing people	5	5	50	20
5HR01	Employment relationship management	5	6	60	25
5HR02	Talent management and workforce planning	5	6	60	25
5HR03	Reward for performance and contribution	5	6	60	25
5OS03	Learning and development essentials	5	6	60	25

*\*RQF = Regulated Qualification Framework*

*TUT = Total Unit Time*

*GLH = Guided Learning Hours*

## Programme Staff

### Programme Managers

To ensure you receive high-quality teaching and engaging learning, City Skills has designated programme managers to work in collaboration with both City Skills learners and the City Skills delivery team. The programme managers are responsible from the moment you enquire about our programme, enrolment, student data, arranging internal verification and liaising with the professional body.

Richard Holmden	Operations Director	<a href="mailto:rich.holmden@city-skills.com">rich.holmden@city-skills.com</a>
Matt York	Head of Quality	<a href="mailto:matt.york@city-skills.com">matt.york@city-skills.com</a>
Sam Doo	Head of Sales and Marketing	<a href="mailto:sam.doo@city-skills.com">sam.doo@city-skills.com</a>

### Facilitator

With each module you study, you can be assured that your facilitator is a specialist in that subject and have overall responsibility for that module. Your facilitator will be the first point of contact for all matters, both for the learning module but also if you find yourself struggling with the qualification and need additional support.

Facilitator: Jim Blythe – [Jim.blythe@city-skills.com](mailto:Jim.blythe@city-skills.com)

### Internal Verifier Assurance (IQA)

City Skills is committed in ensuring that the quality of teaching and learning is exceptional to meet your personal and professional needs, and as such, we have a dedicated IQA to ensure that all delivery staff meet the strict quality standards to ensure as a learner of City Skills, you are confident in our delivery team.

The IQA will monitor the standard of delivery several ways, this includes, attending a facilitated session, sample learners work both formatively (during) and summative (at the end). By doing this, City Skills is confident that all learners receive a standardised approach to delivery and assessment of your work.

IQA: Sandra Baldwin – [Sandra.baldwin@city-skills.com](mailto:Sandra.baldwin@city-skills.com)

### External Verifier Assurance (EQA)

The qualification you are undertaking is awarded by CIPD, and as a result an EQA will be appointed by CIPD. The purpose of this role is to monitor and provide feedback to City Skills Programme Managers on the quality assurance of our delivery and assessment of learner journey.

## Assessments and Study Support

City Skills will expect you to attend a minimum of 85% of all facilitated sessions to ensure you are able to enjoy your learning at a comfortable pace. If you are unable to attend any of the sessions, we encourage you to talk to your facilitator to ensure you both agree if additional support is required.

All units detailed above will be formally assessed through summative assessment of assignments, however, as a learner you are responsible to ensure that you are recording a current CPD log to demonstrate development of your professional practice.

City Skills remains committed to ensuring your learning journey is insightful, engaging and motivating for you and your career path, and with this we would like to share with you both our commitments to you and you to City Skills.

What you can expect from City Skills:

- High quality teaching in small cohorts
- A range of resources to enhance your learning journey



- Regular marking of your work to provide you with concise feedback
- Advice and guidance on career progression
- Individual help and tutorials to promote safeguarding and ED&I
- A transparent approach which values equal opportunities to all learners

In return we expect from you:

- To attend all sessions on time, with a great attitude for learning and towards valuing other learners
- Take responsibility for your own learning
- Inform us if you are unable to attend any session, enabling us to ensure you are being supported
- Work hard on completing your assignments and discuss with your facilitator if you need support
- Use respectful language and behaviour to all City Skills employees and other students
- Work with your employer to develop new knowledge and skills in the workplace to support your learning

During your qualification we appreciate that circumstances in both your professional and private life can change and may result in an obstacle being placed in your progress or to produce the desired timely assignments. If this should occur, City Skills is fully prepared to support you through this, either through constructive discussions with our facilitator or through the learner assistance programme, which independently sourced and fully confidential. Ensure you discuss this with your facilitator at your individual pastoral care meeting, that has been scheduled within your qualification plan.

As a learner of City Skill, you will be provided with clear and concise feedback on your submitted work, regardless of the outcome of either being achieved or referred. If your work has been referred, you will be informed of what criteria needs improvements and support will be provided to ensure you can resubmit confidentially to achieve.

## Reading Lists and Useful Contacts

To ensure you are fully prepared for your qualification, we have carefully selected reference books you may wish to purchase or source from a library

- Studying Human Resource Management 2<sup>nd</sup> Edition: Stephen Taylor and Carol Woodhams: ISBN: 978-1-84398-415-3
- Human Resource Management: People and Organisations 2<sup>nd</sup> Edition: Stephen Taylor and Carol Woodhams: ISBN978-1-84398-416-0

Additional books:

- How People Learn by Nick Shackleton-Jones
- Neuroscience for Learning & Development by Stella Collins
- Driving Performance Through Learning by Andy Lancaster

Additional reading:

- Personnel Today magazine
- People Management magazine

Key journals:

- Personnel Today
- People Management
- Human Resource Management Journal
- International Journal of Human Resource Management

During your Qualification your facilitator will also provide you with recommended links or reading lists to support you with specific units.

Websites:

City Skills will always recommend that the first step to finding valid and relevant resources to aid your development is to utilise the CIPD website:

[CIPD The Professional Body for Human Resources and People Development](https://www.cipd.co.uk)

For books:

[www.cipd.co.uk/bookstore](http://www.cipd.co.uk/bookstore)

Other websites to help support you:

- [www.acas.org.uk](http://www.acas.org.uk)
- [www.gov.uk](http://www.gov.uk)

Useful CIPD contacts:

CIPD	02086126200
CIPD Membership and Qualifications:	02086126208
Training enquires	02086126202
CIPD Publishing	02086126204

Harvard Referencing guide:

Throughout your assignments, you will be expected to research and cite your finding correctly. Below is a link that we hope will help you to feel confident in this practise. Fear not your City Skills Facilitator/Development Coach, will be on hand to offer that personalised support when needed.

[Free Harvard Referencing Generator \[Updated for 2022\] \(mybib.com\)](http://mybib.com)

## Post Qualification Routes

During your learning journey, your facilitator will be discussing how each of the units can help to develop you in your current role. During this time, you may wish to discuss other possible routes to continue your professional development. Our facilitators will take the time to discuss your future requirements and offer advice and guidance to support your aspirations. At City Skills our facilitators will not only promote additional services to support you but offer support with finding the right training route with other providers to meet your learning needs.

## Learner Safety

At City Skills, we take pride in knowing that we put you, the learner, at the forefront of everything we do. Should you feel you wish to discuss any concerns, please visit our website [www.city-skills.com](http://www.city-skills.com) to review all our policies. These will detail who to discuss your concerns with, but rest assured, all discussions are kept confidential and fully investigated if needed.

During your individual discussion with your facilitator, you will also be encouraged to share any concerns, which will then be acted on straightaway and investigated if needed.

### Health and Safety

City Skills takes the health and safety of all employees and its learners seriously. City Skills will expect all facilitators and learners to carry out their activities with due regard to their own health and safety and that of others that are around them. City Skills will expect all employees and learners to review City Skills Health and Safety Policy at regular intervals to ensure the safety of themselves and others are maintained and adhered to.

When a City Skills Facilitator or any other member of staff attends a learner's workplace, we expect our employees to follow that business's health and safety procedures.

### Accident reporting

As a learner of City Skills, it is essential that you inform your facilitator if you have been in an accident. If preferred you can complete a City Skills Accident Report form, and if needed a member of the City Skills Safeguarding team will be in touch.

[Learner Accident Report Form \(cognitofirms.com\)](https://cognitofirms.com) By completing this document, we wish to reassure you that this can only be accessed by authorised people.

### **Equality, Diversity, and Inclusion**

City Skills is fully committed to offering equal opportunities to all learners and employees that are either learning or working here. City Skills fully respects and value positively differences in, sexual orientation, race, disability, gender, age, and religion. City Skills works and strives hard to remove any conditions that may put people at a disadvantaged, and we actively challenge poor behaviour and promote education opportunities to combat discrimination of all types.

### **Safeguarding**

City Skills takes the safeguarding of its employees and learners seriously and as such, we have taken steps to ensure that all learners can feel safe and secure on all of learning sessions. This includes completing DBS checks on all facilitators, random learner welfare calls, and for learners a commitment statement to ensure that will work in line with law and City Skills guidelines. Should a learner feel there has been a safeguarding risk identified, we would encourage learners to:

1. Discuss this straight away with their facilitator
2. Use our safeguarding link on our website to report any concerns. This is only viewed by authorised individuals and will be handled in the strictest of confidence
3. If you feel you are in immediate danger, call 999

### **Appeals Procedure**

Through our internal quality process, we promote fairness in all assessment practice to all learners, however, should you feel you have been unfairly assessed, we would encourage you to follow our learner appeals policy which can be found on our website. Below is a summary of steps that we would like you to take to ensure the correct outcome is achieved.

1. Speak with your facilitator straight away.
2. Speak with City Skills IQA
3. Speak with City Skills Quality Manager
4. Speak with City Skills Operation Director

It is your right to speak to someone if you feel you have been unfairly assessed on your work. At all stages of the above process, we confirm that all steps will be keep confidential and a clear audit trail will be conducted to ensure you are provided with clear answers. Regardless of our investigation, you will be treated with respect and courtesy throughout and moving forward with your learning.

You do have a right to take your claim to the awarding body, which in this case is CIPD. The CIPD will expect you to have fully exhausted City Skills Appeals process.

### **Access to Fair Assessment**

At enrolment you will be asked to disclose if you have any specific learning need. If you identify as having a learning need, be reassured that our highly skilled facilitators will do their utmost to accommodate your requirement, this will be included in all delivery sessions and your assessments. For assessments, City Skills will apply to CIPD on your behalf to provide us with reasonable adjustments that we can make to ensure assessment is fair. You can find more details of how City Skills will apply for reasonable adjustments on our website.

### **Academic Misconduct (cheating and plagiarism)**

City Skills will not tolerate any form of cheating or plagiarism within learner's work. City Skills uses plagiarism software and will conduct random samples of learner's work to ensure the integrity of teaching and quality of assessment is maintained. If City Skills should identify will investigate and may enforce our disciplinary process, which could include your removal from the programme.

You can review what constitutes as plagiarism and learn about the different types by reviewing our policy on the website. During your onboarding with our facilitator, we will also discuss this with you, enabling you to identify and appreciate its forms.

## **Complaints**

City Skills wants every learner to have the best possible experience on their learning journey, but should you have a complaint, about an employee or another student we encourage you to speak to your facilitator in the first instance and if this is not appropriate to do so, please visit our website to identify the next steps. You may use this online form to inform authorised employees, who will investigate in the strictest of confidence and come back to you. [Learner and Customer Complaints \(cognitoforms.com\)](#)

## **Attendance**

As detailed in section 'Assessment and Study Support', City Skills expects all learners to attend a minimum of 85% of all facilitated session. This is to ensure that you can remain on track and enjoy the qualification.

To help you, City Skills expects all facilitators to complete a register of all facilitated session, and all learners recorded as either, attended, unauthorised absence and authorised absence. Whilst this may seem like being at school, City Skills utilises to ensure we are able to identify possible concerns and offer support before it becomes too much.

## **Whistleblowing**

City Skills has a current Whistleblowing policy in place and is very much for employees of City Skills to utilise and to demonstrate that City Skills is committed to operating in accordance with its values. The whistleblowing policy is to provide encouragement to staff and a means for raising genuine concerns of suspected wrongdoing at the earliest practicable stage, without fear of adverse repercussions being taken against them. The principles of openness and accountability which underpin legislation protecting 'whistleblowers' are reflected in the policy and procedure.

City Skills is also committed to ensuring compliance with the Bribery Act 2010. City Skills learner are also encouraged to raise genuine concerns about suspected wrongdoing using the City Skills complaints procedure.

## **Failures and referrals**

At City Skills, we employ high qualified and experienced facilitators to ensure feedback is clear and concise to provide any learner that either fails or refer a unit is given the best opportunity to overturn this decision quickly and effectively. Whilst a referral is never a great feeling, City Skills promises that if you, as the learner, are working hard on any points that need development, our facilitators will be there to support and guide you to achievement.

## Assignment Deadlines

As you start your qualification with City Skills, you will be provided with details of all sessions, enabling you to plan and attend all sessions. You will also be provided with the dates of when you will start these units, as highlighted in section 'Qualification Overview'.

Using this page, you will be able to agree dates of facilitated sessions, when your assignments are to be submitted, and any notes you may wish to make.

<b>5CO01 – Organisation performance and culture in practice</b>	
I start this unit:	
Assignment due date:	
Notes:	
<b>5CO02 – Evidence-based practice</b>	
I start this unit:	
Assignment due date:	
Notes:	
<b>5CO03 – Professional behaviours and valuing people</b>	
I start this unit:	
Assignment due date:	
Notes:	
<b>5HR01 – Employment relationship management</b>	
I start this unit:	
Assignment due date:	
Notes:	
<b>5HR02 – Talent management and workforce planning</b>	
I start this unit:	
Assignment due date:	
Notes:	
<b>5HR03 – Reward for performance and contribution</b>	
I start this unit:	
Assignment due date:	
Notes:	
<b>5OS03 – Learning and development essentials</b>	
I start this unit:	
Assignment Due Date:	
Notes:	

**Please feel free to make additional on this page:**