

2020 Vision: Learning and Qualifications for Managers and Leaders

At the Management Standards Centre we are working with partners across the UK to agree – and commit to working on – an ambitious strategy to develop managers and leaders to compete with the best in the world.

Please reflect on the strategy we have developed and the vision and principles underpinning it. If you think it is worth striving for, consider what you and your organisation will need to do. There will be challenges for each of us, but if we work in partnership we can succeed. Are you prepared to subscribe to our shared vision?

Our Vision

Managers and leaders seize relevant and attractive opportunities to develop their knowledge, skills and performance to national and international standards and have their achievements recognised through qualifications of real value.

Principles

These principles will need to be observed by the different interest groups – employers, managers, providers of learning and qualifications, professional and employer representative bodies, intermediaries, Sector Skills Councils and Government organisations at all levels – in order for the vision to become a reality by 2020.

1. Managers and leaders continuously develop their knowledge, skills and performance as part of their professional and contractual commitments

Professional codes, employment conditions and supply-chain agreements should encourage and require owners and managers in all organisations, regardless of size or sector, to update their knowledge and develop their skills continuously to improve their performance.

2. Organisations and their managers accurately pinpoint their learning and development priorities

Guidance and easy-to-use tools should be provided to enable organisations to identify knowledge and skills gaps and prioritise learning needs for their managers.

3. Learning and qualifications deliver real benefits for managers and their organisations

Employers and managers should take the lead in designing relevant learning and qualifications that deliver measurable improvements in performance in line with the organisation's strategy and the manager's career aspirations.

4. Learning and qualifications are based on National Occupational Standards as the common currency

Learning and qualifications should clearly show how they contribute to the development of competent performance as specified in the National Occupational Standards (NOS) and/or to developing the knowledge and skills required for competent performance. This applies equally to programmes delivered in-house and to externally-facilitated learning.

5. Learning can be accessed when learners require it in bite-sized chunks which offer credits towards meaningful qualifications

Using NOS as building blocks, learning should be readily available in digestible packages which deliver immediate benefits and which can be accredited as part of qualifications relevant to the individual's role and/or career aspirations.

6. Extended learning programmes develop the knowledge and skills of unqualified and aspirant managers and those wishing to progress their careers

Individuals aspiring to become managers and those without formal preparation should be able to access programmes providing broad-based foundations for leadership and management roles. Experienced managers should be able to find programmes to help them reflect on their experience and take their management knowledge and skills to a new level.

7. Learning and qualifications are delivered in diverse formats which meet managers' learning needs and styles

The range of learning and qualifications should cover the full management and leadership curriculum as defined by NOS and be offered in a variety of modes of learning and accreditation – formal, non-formal and informal – that fit in with managers' work, physical capabilities, personal preferences and lifestyles.

8. Learning and qualifications are portable and support managers' career progression

Learning and qualifications should support the transfer of knowledge, skills and competence from one situation to another, helping managers to progress both vertically (promotion) and horizontally (change of job or redeployment).

9. Learning and qualifications are accessible and easily understood by employers, managers and leaders

Delivered by different types of providers (academic institutions, professional bodies, awarding bodies and independent providers) and through a wide range of methods, learning and qualifications should be presented in ways which are easily understood and which clearly describe the relationships between different types and levels of learning and qualifications. The use of NOS as the common currency will help this.

10. Learning and qualifications are credible and inspire confidence in employers, managers and leaders

Learning and qualifications should include formal quality assurance systems and user feedback mechanisms to ensure that the learning and qualifications on offer are fit for purpose.

Actions – what will you need to do?

All stakeholders will have to play their part in working to the principles towards our common vision.

Are you prepared to play the role expected of you and your organisation?

Employers and managers will

- brief themselves on the learning and qualifications available
- work with providers to design relevant learning and qualifications that deliver real benefits
- contribute to the ongoing development of NOS for managers and leaders
- purchase learning and qualifications that comply with the principles
- develop managers in line with Investors in People principles
- undertake learning, qualifications and Continuing Professional Development in line with these principles
- share their learning with other managers

Representative and professional bodies will

- work with providers to design and evaluate relevant learning and qualifications that deliver real benefits
- contribute to the ongoing development of NOS for managers and leaders
- develop and promote Continuing Professional Development approaches in line with these principles
- communicate the vision and principles and the benefits of learning and qualifications to the employers, managers and leaders they represent
- develop and disseminate guidance on how the employers, managers and leaders they represent can access relevant learning and qualifications that deliver real benefits

Skills for Business Network members will

- reflect the vision and principles in their Sector Skills Agreements, Sector Qualifications Strategies and ongoing activities
- communicate the vision and principles and the benefits of learning and qualifications to employers, managers and leaders in their sectors
- develop and disseminate guidance on how employers, managers and leaders in their sectors can access relevant learning and qualifications that deliver real benefits
- contribute to the ongoing development of NOS for managers and leaders

Intermediaries will

- help employers, managers and leaders diagnose and prioritise their learning and development needs and identify their preferred learning styles
- help employers, managers and leaders access relevant learning and qualifications that deliver real benefits and meet their learning needs and styles
- help employers, managers and leaders access funds for relevant learning and qualifications to: help small organisations survive and grow; support people to

move successfully into management roles; and address diversity issues

- help employers, managers and leaders evaluate the benefits from their learning and qualifications
- communicate the vision and principles and the benefits of learning and qualifications to employers, managers and leaders

Learning and qualifications providers will

- work with employers, managers and leaders to design and evaluate relevant learning and qualifications that deliver real benefits
- demonstrate how their learning and qualifications contribute to the development of competent performance as specified in NOS
- provide
 - unitised learning which provides credit towards meaningful qualifications, and/or
 - extended learning programmes to develop the knowledge and skills of unqualified and aspirant managers and those wishing to progress their careers
- articulate how the knowledge, skills and competence developed through learning and qualifications can be transferred to other contexts in support of both vertical and horizontal progression
- access public funds, where required, for learning and qualifications to: help small organisations survive and grow; support people to move successfully into management roles; and address diversity issues
- ensure the credibility of qualifications through quality assurance processes and user feedback mechanisms

Government departments and agencies will

- provide funding to
 - develop and improve NOS for managers and leaders
 - communicate the vision and principles and the benefits of learning and qualifications to employers, managers and leaders
 - develop and disseminate guidance on how employers, managers and leaders can access learning and qualifications that deliver tangible benefits
 - access relevant learning and qualifications to: help small organisations survive and grow; support people to move successfully into management roles; and address diversity issues
 - support capital investment and innovative approaches in management and leadership learning and qualifications
 - co-ordinate work, monitor progress and evaluate the impact of management and leadership learning and qualifications
- require that all publicly-funded management and leadership learning and qualifications meet the principles

Management Standards Centre will

- provide leadership and co-ordinate the work of all stakeholders towards achieving the vision
- monitor progress towards achieving the vision and evaluate the impact of management and leadership learning and qualifications