Apprenticeship Initial Needs Analysis

# Senior Leader

As part of your application for the **Senior Leader Apprenticeship** you will need to complete and evidence all elements of the Apprenticeship Standard which are outlined in Section 3, below. You may have knowledge, skills and experience that can be evidenced already, however this is not necessary or expected at the start of your programme. As required by the Education and Skills Funding Agency, whose regulations govern all apprenticeship programmes, this document is to help you to identify skills you already have and what you will need to enable you to complete the apprenticeship programme.

**Guidance notes for completing this form**:

* You are **not** expected to have full competency for any of the Knowledge or Skills listed below at the start of this programme. However, you may if you have relevant work experience.
* If you are competent and can provide evidence for the **majority** of the skills and knowledge listed below, then **you may not be eligible** to take part in this programme.
* Any evidence you provide must be **relevant and specific to the programme you are applying for, AND at the level expected at the END of the programme you are applying for**. For example, if you are applying for a L6 programme, the evidence you submit needs to be at L6 (final year university) level.
* **Section 4** requires a discussion with your employer to confirm that you and your employer have a shared understanding of the desire learning outcomes, your competency as completed in Section 3 of this form, and how will this will inform a tailored training plan (provided by the University following an unconditional offer from the Admissions Team). **If you are a school-leaver, please ensure you complete Section 4 with your recruiting team.**

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| **Name:** Click or tap here to enter text. | **Employer:** Click or tap here to enter text. |

Section 1 – Qualifications

**Section 1.1** Do you have any higher education qualifications?

|  |  |  |  |  |  |  |  |
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|  | YES | If you have checked this box, then please go to **Section 1.2** | | | | | |
|  | NO | If you do not have any higher education qualifications, then please go to **Section 2** | | | | | |
| **Section 1.2** | | | | Level 4 (e.g. HNC) | Level 5 (e.g. HND / foundation degree) | Level 6 ( e.g. Undergraduate Degree) | Level 7/8  (e.g. MSc / Postgraduate study) | Other higher education qualification | |
| Please indicate your highest-level qualification here | | | |  |  |  |  |  | |
| Please provide the name of the qualification achieved, including subject area | | | | Click or tap here to enter text. | | | | | |

Section 2 – Relevant Work Experience

Do you have any previous relevant **Senior Leader work** experience?

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|  | YES |  |  |
|  | NO |  |  |

Now complete **Section 3**

|  |  |
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| 1. I have no prior experience in this area, it is entirely new. 2. Can demonstrate some awareness to level 7 or above. I have lower level qualifications which include this area or have witnessed/shadowed how it is applied in my workplace. 3. Can demonstrate some competence to level 7 or above. I have encountered this topic in previous studies or have completed level 6 qualifications in this area. I have rarely/ briefly demonstrated this in my day to day and previous work. | 1. Can demonstrate mostly competent to level 7 or above. I have briefly covered this area in a Level 7 or higher qualification, including professional qualifications or I have demonstrated this occasionally in my day to day work (including previous work). 2. Full Occupational Competence at level 7 or above. I have a level 7 or higher qualification, including professional qualifications which covered this area in detail, or I regularly demonstrate this ability in my day to day work/have regularly demonstrated this in previous recent work experience. |

Section 3 – Knowledge, Skills & Behaviours

Please rate your current level of competency for the following Knowledge and Skills. Please refer to the key below. Please note, if you rate yourself 5 for any of the criteria then you must provide evidence of the level of competency with your email application.

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| **Knowledge** | **1** | **2** | | **3** | | **4** | | **5** | | **If you have entered a competence of 5, briefly describe how you feel you have met these criteria in full and list the evidence you have submitted to us by email as proof.** | |
| **K1**: How to shape organisational mission, culture, and values. |  |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K2**: Organisation structures; business modelling; diversity; global and horizon scanning perspectives; governance and accountability; technological and policy implications. |  |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K3**: New market strategies, changing customer demands and trend analysis. |  |  | |  | |  | |  | | Click or tap here to enter text. | |
| **Knowledge (continued/…)** | **1** | | **2** | | **3** | | **4** | | **5** | | **If you have entered a competence of 5, briefly describe how you feel you have met these criteria in full and list the evidence you have submitted to us by email as proof.** | |
| **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. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K5**: Systems thinking, knowledge/data management, research methodologies and programme management. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K6**: Ethics and values-based leadership theories and principles. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K7**: Competitive strategies and entrepreneurialism, approaches to effective decision making, and the use of big data and insight to implement and manage change. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **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. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K9**: Financial governance and legal requirements, and procurement strategies. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K10**: Organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K11**: Approaches to strategic workforce planning, for example, talent management, learning organisations, group work, workforce design, succession planning, diversity, and inclusion. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |
| **K12**: Influencing and negotiating strategies both upwards and outwards. |  | |  | |  | |  | |  | | Click or tap here to enter text. | |

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| **Knowledge (continued/…)** | **1** | **2** | **3** | **4** | **5** | **If you have entered a competence of 5, briefly describe how you feel you have met these criteria in full and list the evidence you have submitted to us by email as proof.** |
| **K13**: The external social and political environment and use of diplomacy with diverse groups of internal and external stakeholders. |  |  |  |  |  | Click or tap here to enter text. |
| **K14**: Working with board and other company leadership structures. |  |  |  |  |  | Click or tap here to enter text. |
| **K15**: Brand and reputation management. |  |  |  |  |  | Click or tap here to enter text. |
| **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. |  |  |  |  |  | Click or tap here to enter text. |
| **K17**: Crisis and risk management strategies. |  |  |  |  |  | Click or tap here to enter text. |
| **K18**: Coaching and mentoring techniques. |  |  |  |  |  | Click or tap here to enter text. |
| **K19**: Approaches to developing a Corporate Social Responsibility programme. |  |  |  |  |  | Click or tap here to enter text. |
| **K20**: The organisation’s developing communications strategy and its link to their area of responsibility. |  |  |  |  |  | Click or tap here to enter text. |

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| **Skills** | **1** | **2** | **3** | **4** | **5** | **If you have entered a competence of 5, briefly describe how you feel you have met these criteria in full and list the evidence you have submitted to us by email as proof.** |
| **S1**: Use horizon scanning and conceptualisation to deliver high performance strategies focusing on growth/sustainable outcomes |  |  |  |  |  | Click or tap here to enter text. |
| **Skills (continued/…)** | **1** | **2** | **3** | **4** | **5** | **If you have entered a competence of 5, briefly describe how you feel you have met these criteria in full and list the evidence you have submitted to us by email as proof.** |
| **S2**: Set strategic direction and gain support for it from key stakeholders. |  |  |  |  |  | Click or tap here to enter text. |
| **S3**: Undertake research, and critically analyse and integrate complex information. |  |  |  |  |  | Click or tap here to enter text. |
| **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. |  |  |  |  |  | Click or tap here to enter text. |
| **S5**: Lead and respond in a crisis situation using risk management techniques. |  |  |  |  |  | Click or tap here to enter text. |
| **S6**: Act as a Sponsor/Ambassador, championing projects and transformation of services across organisational boundaries. |  |  |  |  |  | Click or tap here to enter text. |
| **S7**: Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management. |  |  |  |  |  | Click or tap here to enter text. |
| **S8**: Apply principles relating to Corporate Social Responsibility, Governance and Regulatory compliance. |  |  |  |  |  | Click or tap here to enter text. |
| **S9**: Drive a culture of resilience and support development of new enterprise and opportunities. |  |  |  |  |  | Click or tap here to enter text. |
| **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. |  |  |  |  |  | Click or tap here to enter text. |
| **S11**: Uses financial data to allocate resources. |  |  |  |  |  | Click or tap here to enter text. |
|  |  |  |  |  |  |  |
| **Skills (continued/…)** | **1** | **2** | **3** | **4** | **5** | **If you have entered a competence of 5, briefly describe how you feel you have met these criteria in full and list the evidence you have submitted to us by email as proof.** |
| **S12**: Oversee procurement, supply chain management and contracts. |  |  |  |  |  | Click or tap here to enter text. |
| **S13**: Use personal presence and "storytelling" to articulate and translate vision into operational strategies, demonstrating clarity in thinking. |  |  |  |  |  | Click or tap here to enter text. |
| **S14**: Create an inclusive culture, encouraging diversity and difference and promoting well-being. |  |  |  |  |  | Click or tap here to enter text. |
| **S15**: Give and receive feedback at all levels, building confidence and developing trust, and enable people to take risks and challenge where appropriate. |  |  |  |  |  | Click or tap here to enter text. |
| **S16**: Enable an open culture and high-performance working environment and set goals and accountabilities for teams and individuals in their area |  |  |  |  |  | Click or tap here to enter text. |
| **S17**: Lead and influence people, building constructive working relationships across teams, using matrix management where required. |  |  |  |  |  | Click or tap here to enter text. |
| **S18**: Optimise skills of the workforce, balancing people and technical skills and encouraging continual development. |  |  |  |  |  | Click or tap here to enter text. |
| **S19**: Manage relationships across multiple and diverse stakeholders |  |  |  |  |  | Click or tap here to enter text. |
| **S20**: Lead within their area of control/authority, influencing both upwards and outwards, negotiating and using advocacy skills to build reputation and effective collaboration. |  |  |  |  |  | Click or tap here to enter text. |
| **S21**: Shape and manage the communications strategy for their area of responsibility |  |  |  |  |  | Click or tap here to enter text. |

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| **Behaviours** | **1** | **2** | **3** | **4** | **5** | **If you have entered a competence of 5, briefly describe how you feel you have met these criteria in full and list the evidence you have submitted to us by email as proof.** |
| **B1**: Work collaboratively enabling empowerment and delegation. |  |  |  |  |  | Click or tap here to enter text. |
| **B2**: Take personal accountability aligned to clear values. |  |  |  |  |  | Click or tap here to enter text. |
| **B3**: Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions. |  |  |  |  |  | Click or tap here to enter text. |
| **B4**: Value difference and champion diversity. |  |  |  |  |  | Click or tap here to enter text. |
| **B5**: Seek continuous professional development opportunities for self and wider team. |  |  |  |  |  | Click or tap here to enter text. |

Section 4 – To be completed in discussion with your Employer

Please complete the following statements to confirm that a discussion has taken place between you and the apprentice to agree that:

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| --- | --- |
| Statement | Agree |
| An apprenticeship is the most appropriate training programme for the individual |  |
| The training programme aligns with an approved apprenticeship standard, at the most appropriate level |  |
| The individual’s job role has a productive purpose and there is a direct link between this job role and the selected apprenticeship standard |  |
| The employer will provide the individual with the appropriate support and supervision to carry out both their job role and their apprenticeship (including End Point Assessment), particularly where the apprentice is working flexibly (including working from home) |  |
| The employer will release the apprentice for off-the-job training (and English and Maths training if required) as will be documented in the Training Plan (to follow once apprentice has received an offer from the University) |  |
| The employer will provide the apprentice with the opportunity to embed and consolidate the knowledge , skills and behaviours gained through off-the-job training into the workplace |  |
| The employer and apprentice agree the statements in Section 3 of this document are a true and accurate reflection of the Apprentice’s prior learning, experience and competencies as aligned to the Apprenticeship Standard and commit to providing reasonable required evidence to the University in a timely manner to support this |  |

Section 5

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| Apprentice Signature |  | Date | Click or tap to enter a date. |

|  |  |
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| Print name | Click or tap here to enter text. |

**To be signed by employer.**

I have reviewed and agree with the information provided above.

|  |  |  |  |
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| Employer Signature |  | Date | Click or tap to enter a date. |

|  |  |
| --- | --- |
| Print name | Click or tap here to enter text. |