



Hawk Training  
Since 1989

# Apprenticeships Overview brochure



**INVESTORS IN PEOPLE**<sup>®</sup>  
We invest in people Gold



**FIRSTLY**

# THANK YOU

**FOR CONSIDERING US!**

Thank you for taking the time to browse our apprenticeship brochure. A little bit about us, Hawk Training is an Ofsted 'Outstanding' training provider with 30 years' experience in the industry. We are experts in apprenticeship delivery and empowering people to achieve their potential through an enriched learning experience that knows no boundaries.

We typically support over 2000 learners each year on apprenticeship programmes alone. We deliver stand alone learning and development qualifications and apprenticeships from level 2 to level 5, to hundreds of employers across a range of vocational sectors, both public and private. Our provision include Business Administration, Customer Service, Early Years, Leadership and Management, Improving Operational Performance, Trade Supplier and Warehousing and Storage.

We are proud to be the preferred provider of over 400 employers supporting their learning and development needs.

Following inspection in September 2013, Hawk became the first independent learning provider in the country to be graded 'Outstanding' by Ofsted under the then Common Inspection Framework. Hawk is also a founding member of the Chartered Institution of Further Education.

We also deliver a range of innovative short courses which can be tailored to your individual organisation, providing a flexible training solution on or off-site. Our workshops cover 5 key areas in staff development, managing people, staff training, leadership skills, interpersonal skills, coaching and mentoring and emotional resilience.

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# Our Approach

## Passion

We firmly believe that everyone wants to learn and our people are dedicated to igniting that spark for learning and empowering individuals to reach their potential. Our passion is what drives us to deliver an outstanding service.

## Forward thinking

Change challenges us to constantly innovate and seek out better ways to do things. Our approaches to teaching and learning combine agile technology with sector expertise to deliver programmes that engage and inspire.

## Bespoke

Our programmes and delivery models are flexible and designed for each employer. Rather than 're-invent the wheel', we deliver cohesive provision that responds to the needs of your business and your employees.

## Teamwork

Partnership working is key to our success – together we achieve better. Our consultative approach starts with building trust and sharing goals so we can align our services with your business needs and work with you to achieve results.

## Communication

We offer dedicated account management, performance reports, employer events and 24/7 access to our e-Learning portals provides effective and transparent channels of communication.



## Recruitment Placement

Hawk Training offer a flexible recruitment service to support employers to source learners who are being taken on as apprentices for customer services and business administration apprenticeship programmes that Hawk will deliver. This service is flexible to meet the needs of each employer and can be aligned to each employer existing recruitment practices up to the interview and offer stage. The service includes:

**Advertising vacancies** – via the Recruit an Apprenticeship website, our own website and communicating out opportunities to third parties including, schools, colleges, job centres and careers services in your area. We will also post the vacancy across our social media channels.

**CV filtering and initial telephone screening** – against job specification, maths and English initial assessments (unless exempt), booking of interviews with learners and line managers.

**Arrange interviews / Assessment centres** - working with each employer, we will arrange interviews with the applicants and line manager. We can also arrange assessment centres using value-based scenarios to identify potential new apprentice recruits who meet the values/ behaviours expected of the employer (min 5 vacancies).





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# CASE STUDY

## SONIA CARDOZO

Sonia Cardozo, 20, completed her Advanced Apprenticeship in Business and Administration in July 2018, working with one of the largest and busiest departments at Guy's Hospital.

Sonia, who won the Charity, Voluntary and Public services award at the Asian Apprenticeship Awards 2018, says: "My very first time to leave my country: India, and my very first-time to step into the UK was 26th October 2015.

A 17-year-old in a totally new continent, new country, new city. I have always been a very ambitious person, and an extremely hardworking student with desire to work in the health care public

sector; my path was seeming clear. Thus, I was aiming to get into a university for a qualification and also work part-time so I could support my family, however, my financial status challenged my dream. Since I hadn't lived enough years in this new country, I was not eligible for a loan. It felt like an absolute dead end. This resulted in me stepping into work life directly. I began working in a supermarket to help my family out, but my heart and mind did not agree with the path I chose. This made me research constantly, hoping to find a path I fully agreed with.

***"I loved the concept of learning on the job."***

That's when I came across a foreign word, like this foreign country and it was 'Apprenticeships'. I absolutely loved the concept. It was like a perfect match as it complemented both my ambition and finance. I loved the concept of learning on the job.

I was extremely impressed by Hawk Training, based on their reviews, case studies of apprentices, awards and recognitions. I immediately got myself enrolled with them and applied for a level 2 Apprenticeship in Business and Administration at a GP surgery. After completing this, it was clear - this was the right path for me. So, I immediately got into a

# LEARNER CASE STUDY

Sonia Cardozo

EMPOWERING PEOPLE TO ACHIEVE THEIR  
POTENTIAL THROUGH AN ENRICHED  
LEARNING EXPERIENCE THAT KNOWS NO  
BOUNDARIES



level 3 Apprenticeship in Business and Administration at Guy's and St Thomas' via Hawk Training as a progression route and completed it in July 2018.

During my apprenticeship journey, I have gone from working in reception, to administration, to coordinating clinics, to contributing in service improvement, and

now to a secretarial position at Guy's Hospital. I have fulfilled my desire to work in a healthcare setting: I have worked alongside nurses, doctors, patients, only from a different perspective; I have gained qualifications while working, only through a different system.

During my level 3 journey at Guy's, I grabbed ample opportunities: one of the major highlights during my apprenticeship was participating in the National Apprenticeship Week 2018 in the 'Back to the Floor'

event. The Director of Operations for Essentia services came and visited me at my workplace and observed me performing my duties. The personal feedback from him was excellent, which was a huge accomplishment. His feedback was circulated amongst my manager and tutors and I received positive appreciation from them. The encouraging response from everyone has driven my motivation to higher levels, as well as boosted my confidence and made me believe in myself, to aim higher and accomplish more.

Also, I was an advocate for apprenticeships by being asked to attend a high-profile Business Planning event with senior

leadership teams, including the Director of Workforce, and assisted her with poster judging

panel. I was invited and attended the apprentice forum in July 2018. I was one of the key members in planning and executing our graduation event. And most importantly, along my journey I gained skills, experience, training and knowledge that I can further use to enlighten my path towards more success ahead.

What better pathway could I choose than an apprenticeship? I would definitely recommend an apprenticeship to anyone seeking to kick start their career, gain both

a salary and a qualification, and the best thing is without incurring any debt.

Apprenticeships have proven to be a great ladder for individuals who are passionate and want to move up in their respective fields. They open doors to participate and represent yourself, your team, department, employer, on amazing platforms such as the National Apprenticeship Awards and Asian Apprenticeship Awards.

I truly feel the warmth of accomplishment. All thanks to apprenticeships and all the people who support and work hard for its success."

***"I would definitely recommend an apprenticeship to anyone seeking to kick start their career"***



## AWARDS

**ASIAN APPRENTICESHIP AWARDS 2018**

Charity, Voluntary and Public Services winner



## Business Administrator

**Level:** 3

**Duration:** 17 months (including End Point Assessment)

### Who is this apprenticeship for?

Business Administration apprenticeships are perfect for the following roles:

- Receptionists,
  - Administrators,
  - Operations Assistants,
  - Data Administrators,
  - Front of House Administrators,
  - Finance Administrators
- and many other similar office-based roles

### What will be achieved at level 3?

- Business Administration Apprenticeship Standard Level 3 Certificate
- Level 2 Functional Skills in Maths and English (if no prior exemption)

### What will be involved at level 3?

The Business Administration Level 3 Apprenticeship is made up of several components which cover the programme.

- Following enrolment and induction, programme units are grouped into 3 themes which complement each other. These are Core Business & Administration, Managing Self & Personal Skills and Using Resources & Achieving Results.
- Apprentices will be assessed on their knowledge, skills and behaviours throughout the apprenticeship and tracked online using an e-portfolio and supported by visits from a tutor every 4-6 weeks.
- After each theme is complete, a Mock End Point Assessment is carried out to ensure apprentices are prepared for the End Point Assessment at the end of the programme.

# Programme Overview



## Level 3 includes an End Point Assessment (EPA)

After successful delivery of the programme, the end point assessment will take place. The End-Point Assessment is a synoptic assessment of the skills, behaviours and knowledge that have been learnt throughout the apprenticeship.

The EPA for this standard is made up of three assessment methods:

- **Portfolio based interview - Weighting 40%**

The interview assesses the apprentice’s understanding and learning throughout the programme.

- **Project / Improvement presentation - Weighting 40%**

The presentation should summarise the aim, outcome and responsibilities of the knowledge, skills and behaviours in the project

- **Knowledge test - Weighting 20%**

The test will assess the apprentice’s sector specific knowledge outlined in the standard. This includes relevant regulation and laws, business fundamentals and project management principles.



## Customer Service Practitioner

**Level:** 2

**Duration:** 15 months (including End Point Assessment)

### Who is this apprenticeship for?

This apprenticeship is perfect for the following roles:

- Sales Representative,
- First Line Support Officer,
- Front of House Administrator,
- Junior Account Manager,
- Client Service Administrator  
and many other client-focused or facing roles.

### What will be achieved?

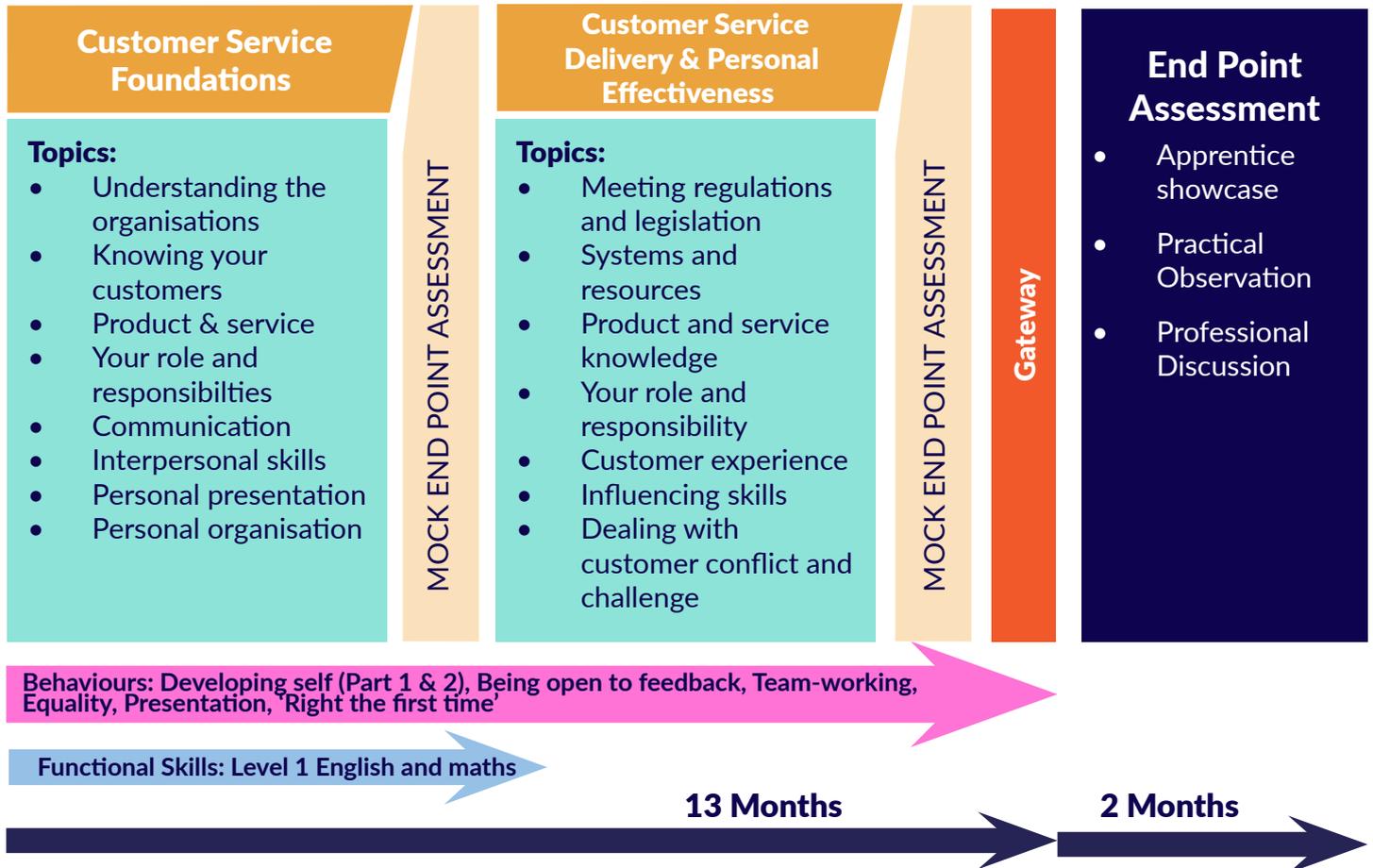
- Customer Service Practitioner Apprenticeship Standard Certificate
- Level 1-2 Functional Skills in English and Maths

### What will be involved?

The Customer Service Practitioner Level 2 Apprenticeship is made up of several components.

- After enrolment and induction, programme units are grouped into 3 themes which complement each other. These are Customer Service Foundations, Customer Service Delivery and Personal Effectiveness.
- Apprentices will be assessed on their knowledge, skills and behaviours throughout the apprenticeship, this is tracked online using an e-portfolio and supported by visits from a tutor every 4-6 weeks.
- After each theme is complete, a Mock End Point Assessment is carried out to ensure apprentices are ready to complete the End Point Assessment at the end of the programme.

## Programme Overview



### End Point Assessment (EPA)

After a minimum of 372 days and successful delivery of the programme, the end point assessment will take place. The End-Point Assessment is a synoptic assessment of the skills, behaviours and knowledge that have been learnt throughout the apprenticeship.

The End Point Assessment for this standard is made up of three assessment methods:

- **Apprentice Showcase - Weighting 65%**

This enables apprentices to reflect and present examples of their development over the whole programme

- **Practical Observation - Weighting 20%**

The observation will allow the apprentice to evidence their skills, knowledge and behaviour from across the standard.

- **Professional Discussion - Weighting 15%**

This is a structured discussion between the apprentice and an independent assessor following the observation to establish the apprentice's understanding and application of knowledge, skills and behaviours



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# CMI STRATEGIC PARTNERSHIP

The agreement between the Chartered Management Institute (CMI) and Hawk Training will see over 500 managers earn professional qualifications up to the internationally-recognised Chartered Manager status.

As part of the agreement, Hawk offers learners CMI-backed management qualifications at Level 3, Level 5 and Level 7, as well as the new breed of employer-designed Trailblazer management apprenticeships. Students on the CMI dual-

accredited management courses will also gain CMI membership and access to Management Direct, the CMI's online portal containing more than 15,000 study resources

***“7 in 10 employers fail to train first-time managers”***

which is used by tens of thousands of learners every year.

According to CMI research, 7 in 10 employers fail to train first-time managers, creating a problem

known in business as ‘the accidental manager’. A 2016 report by Investors in People found that poor management costs the UK £84bn a year in lost productivity.

Ann Francke, chief executive of CMI, said “the agreement (with Hawk Training) will help many more employers develop their management teams: In a tough economic climate there is no doubt that developing world-class management and leadership is essential to a company’s growth, and I urge employers to make sure

# STRATEGIC PARTNERSHIP

Chartered Management Institute



## Strategic Partner

that they support their managers to become chartered. We're delighted to be working with Hawk Training to give 500 managers the opportunity to gain the professional skills that will benefit their employers, as well as their own career development."

Our managing director, Crawford Knott added, "We're delighted to be partnered with CMI.

"Being a strategic partner supports us in our ongoing commitment to deliver

innovative leadership and management programmes that make a real difference to individuals and their organisations. Our shared values of passion and professionalism provide an excellent foundation for a long-term relationship with CMI.

"Management is always needed in an organisation, and accredited courses are particularly important when addressing the phenomenon of the accidental manager. Our dual accreditation provides

pathways for existing employees who are becoming upskilled. With the introduction of the Apprenticeship Levy, many employers are also looking to position their levy spend on the development of their senior talent"

According to study's Chartered Managers add up to £362,000 of value to their employers through greater performance. Four in five (80%) of Chartered Managers report that professional accreditation has benefited their careers.

CMI has led the way in developing a suite of trailblazing

management apprenticeships with a 40-strong group of employers. These start from Level 3 (team leader) and Level 5 (operations manager) through to Chartered Manager Degree Apprenticeship. The Senior Leader Master's Degree Apprenticeship gives employers the option to upskill up to executive and C-suite level. CMI is a Skills Funding Agency-registered apprentice assessment organisation.

**"... our ongoing commitment to deliver innovative leadership and management programmes ..."**



We  
**INNOVATE**



We  
**LEARN**



We  
**CONNECT**



And we  
**GROW**



# Management Apprenticeships Flex Assess Model



Hawk Training  
Since 1989



## Introduction

In 2019, Hawk Training adapted its curriculum delivery for the Level 3 Team Leader/ Supervisor and Level 5 Operations Manager apprenticeship standards in response to employer, apprentice and tutor feedback and in conjunction with our awarding body CMI.

We developed the flexible assessment model (Flex Assess) based on the concept of a spiral curriculum, enabling learners to evidence their application of knowledge, skills and behaviours whilst simultaneously achieving a CMI certificate or diploma without the need to write several assignments. It supports learners making the link from theory to practice because examples are used from their workplace.

## Innovation

The Flex Assess approach sees the apprenticeship standard broken down into various learning topics. Each of the topics provide apprentices with resources to develop knowledge and understanding of key leadership and management concepts before setting tasks to allow them to apply knowledge through work-based tasks and activities. Upon completion of the tasks, apprentices present their work-based evidence to their tutor for review as part of a professional discussion.

Each task is mapped primarily to the apprenticeship standard and questions adapted to ensure sufficient coverage against relevant CMI certificate or diploma units.

*“Flexible assessment means programmes are now much more accessible to our staff because of the noticeable absence of lengthy written assignments, apprentices receive ‘real-time’ feedback on their work/contributions as most is assessed by means of professional discussion. The time apprentices spend with tutors has resulted in increased coaching and training as opposed to reviewing and providing feedback on written work. I believe this new approach is more vocational and compatible with the concept of work-based learning programmes/apprenticeships.”*

**Alison Ford, People and Culture Lead, London Borough of Hounslow**

# Making the Programme Sustainable and Maximising Impact

As managers, leadership and management apprentices are often 'time poor', this innovative approach allows apprentices to work towards the achievement of their standards and CMI qualifications in 'bite-size chunks'.

This reduces the number of learners who are downgraded to certificates because of the simplified transference of information and skills, knowledge and behaviour, this allows learners to reach higher levels of understanding.

The use of a spiral curriculum ensures that learning is logically sequenced, and apprentices develop at the appropriate point in their learning journey, facilitating reinforcement of prior learning. The absence of assignments means tutors have more time to spend working with apprentice's one-to-one to teach and coach them.

Evidence review logs remove the need for completing lengthy and complex mapping documents – allowing IQAs and IEPAs to quickly locate key evidence.

Using professional discussion allows tutors to use questioning techniques and delve into application of knowledge, skills and behaviours of the learners as opposed to 'bouncing' assignments back and forth with feedback which is an important time-saving factor for these learners.

Working with CMI, we have developed a model which can and will evolve with the changing needs of the workplace and be sustainably developed as and when the apprenticeship standard changes.



## The Benefit to Learners

Since the roll out of the Flex Assess model, we have seen an improvement in learner retention reaching 94%, thus contributing to delivering more competent and able leaders and managers. This is compared to a 70% retention over the year before Flex Assess was introduced.

The nature of discussion means apprentices benefit from 'real time' feedback providing immediate confirmation of knowledge and competence as opposed to the delay that apprentices would experience with written assignments and the possible disconnect that can create in addition to the time saved for learners who no longer are required to deliver lengthy written assignments.

## More information

For more information about Hawk Trainings Flexible Assessment Approach to Team Leader / Supervisor and Operations Manager Apprenticeships, please get in touch.  
**Call 020 8891 0992.**

# LEVEL 3 TEAM LEADER APPRENTICESHIP



## What will be achieved?

- Team Leader/Supervisor Apprenticeship Standard Certificate
- CMI Level 3 Certificate in First Line Management
- Level 2 Functional Skills in Maths and English (if no prior exemption)

## Programme Delivery

We deliver this programme using a variety of support and delivery mechanisms including:

- 8 workshops
- Tutorials and one-to-one mentoring
- E-portfolio and e-learning
- Additional learning and training arranged by your employer, this may include job shadowing/ in house training programme relevant to the course and dedicated time in your day to study.
- 2 hour one-to-one visits every 4-6 weeks with a dedicated tutor.

## Workshop Topics

- Managing Own Performance and Professional Development
- Managing Daily Activities to Achieve Results
- Managing Data and Information
- Principles of Management and Leadership
- Managing a Team to Achieve Results
- Building Stakeholder Relationships Using Effective Communication
- Contributing to the Delivery of a Project
- Managing Budgets and Resources

## Who is the programme for and what will be

The roles associated with this first line management programme can vary but include Front Line Managers, Junior Managers, Supervisors, Shift Managers, Project Officers and Team Leaders. This apprenticeship focuses on improving business performance and enhancing employees' skillsets. Learners will be assigned a qualified tutor to provide them with help and support delivered by a blended learning approach of on and off the job training to ensure they develop the skills required for their role and to support their learning style.

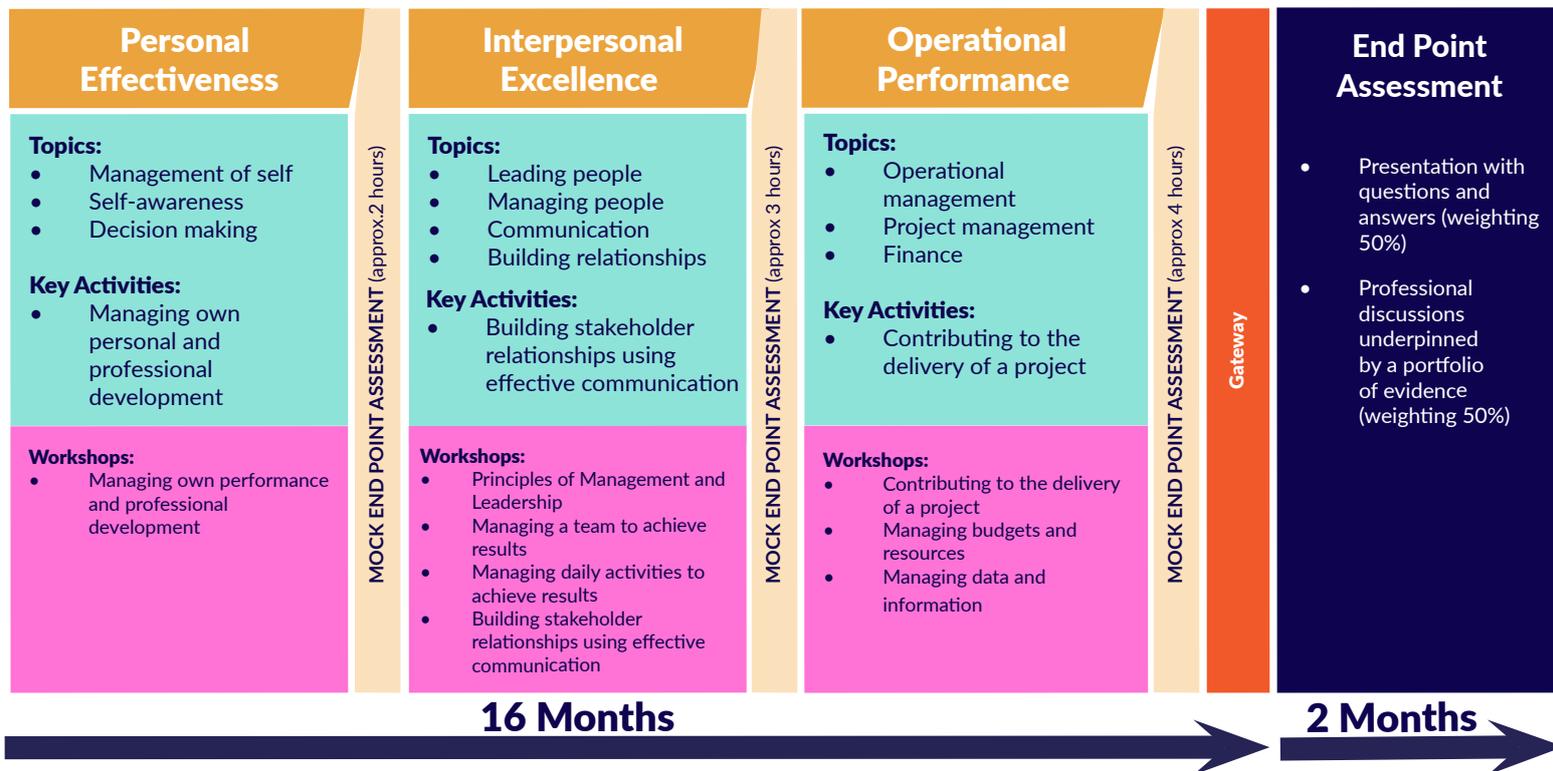
Learners develop competence and confidence at work with a range of resources designed to allow access to online learning, videos, workshops and more.

Following enrolment and induction, programme units are grouped into 3 themes which complement each other. These are Personal Effectiveness, Interpersonal Excellence and Organisational Performance.

Learners will be assessed on their knowledge, skills and behaviours throughout the apprenticeship.



## Level 3 Management Programme at a glance . . .



## End Point Assessment (EPA)

At the end of your programme, the knowledge, skills and behaviours that you have developed will be independently assessed by an assessor from the Chartered Management Institute, using two different assessments:

- **Presentation with questions and answers** - (Weighting 50%)

You will be asked to give a presentation on a topic selected by the End Point Assessment Organisation to assess your understanding around specified knowledge, skills and behaviours.

- **Professional discussion underpinned by a portfolio of evidence** - (Weighting 50%)

The apprentice will have prepared a portfolio of evidence during the on-programme phase to support the professional discussion. The format and structure of the portfolio must be agreed between the employer and apprentice, and ideally will be presented electronically. The portfolio is not directly assessed. It will be used to drive the professional discussion assessment

The professional discussion will be structured to allow the apprentice to demonstrate their competence and understanding of the appropriate knowledge, skills and behaviours assigned to this assessment method. Questions from the EPAO will seek to assess the knowledge, skills and behaviours assigned to this assessment. The apprentice may use their portfolio of evidence to support their responses.



## What will be achieved?

- Operations/Department Manager Apprenticeship Certificate
- CMI Level 5 Diploma in Leadership and Management (if no prior exemption)
- Pearson Level 2 Functional Skills in Maths and English

## Programme Delivery

We deliver this programme using a variety of support and delivery mechanisms including:

- 8 workshops
- Tutorials and one-to-one mentoring
- E-portfolio and e-learning
- Additional learning and training arranged by your employer, this may include job shadowing/ in house training programme relevant to the course and dedicated time in your day to study.
- 2 hour one-to-one visits every 4-6 weeks with a dedicated tutor.

## Workshop Topics

- Using Reflective Practice to Inform Personal and Professional Development
- Principles of Operational Leadership and Management
- Principles of Developing, Managing and Leading Individual and Teams to Achieve Success
- Managing Stakeholder Relationships
- Managing Change
- Managing Projects to Achieve Results
- Creating and Delivering Operational Plans
- Managing Finance

## Who is the programme for and what will be involved?

This Operations/Departmental Manager Apprenticeship standard has been designed for individuals who manage teams and/or projects, and have responsibility for planning, delivering and achieving departmental goals and objectives. Managers at this level are typically accountable to a more senior manager, head of department or small business owner, and are responsible for the operational and/or policy delivery of the organisation's strategy. Learners will be assigned a qualified tutor to provide them with help and support delivered by a blended learning approach of on and off the job training to ensure they develop the skills required for their role and to support their learning style.

Learners develop competence and confidence at work with a range of resources designed to allow access to online learning, videos, workshops and more.

Following enrolment and induction, programme units are grouped into 3 themes which complement each other. These are Personal Effectiveness, Interpersonal Excellence and Operational Performance. Apprentices will be assessed on their knowledge, skills and behaviours throughout the apprenticeship.



# Level 5 Management Programme at a glance . . .



## End Point Assessment (EPA)

At the end of your programme, the knowledge, skills and behaviours that you have developed will be independently assessed by an assessor from the Chartered Management Institute, using four different assessments:

- Portfolio and Professional Discussion - (Weighting 50%)

As part of the end point assessment, you will be invited to a professional discussion, which is structured to demonstrate your competence in the appropriate Knowledge Skills and Behaviours.

- Work-based project proposal, presentation and Q&A - (Weighting 50%)

The project will be based on specific Knowledge Skills and Behaviours, the CMI will provide a range of titles including projects on change, continuous improvement and a cost saving activity.

Learners will be given 12 weeks to write and submit the project proposal (4000 words). Learners will be invited to prepare and deliver a presentation based on the project proposal, followed by questioning.



## Improvement Technician

**Level:** 3

**Duration:** 16 months

### Who is this for?

A wide range of staff would benefit from this apprenticeship as the Improvement Technician apprenticeship can be applied to those looking to develop their skills in managing change.

The learners role should allow for the below typical activities to be included to enable the learner to successfully achieve the programme:

- Engaging team members in the identification of improvement opportunities and relevant countermeasures and controls
- Initiating and facilitating improvement activities through to confirmed resolution
- Providing local expertise in continuous improvement methods and basic tools to team

The employer must be prepared to provide the learner with the opportunity to carry out work and be part of projects which will enable them to produce the substantial evidence required for completion.

### What will be achieved?

- Improvement Technician Apprenticeship Standard Certificate
- Level 2 Functional Skills in maths and English (if no prior exemption)

### What will be involved?

The Improvement Technician Standard apprenticeship is focused on delivering measurable improvements across a business and provides learners with the knowledge, skills and behaviours to lead improvement teams. This programme will last for 16 months of teaching and learning, followed by an End Point Assessment, spread over 2 months.

Following Initial Assessment, Enrolment and Induction, programme units are grouped into 3 themes which complement each other. These are Planning, Implementing and Reporting, with the 26 criteria standard criteria logically spread across these themes.

Learners will be assessed on their knowledge and skills throughout the apprenticeship, this is tracked online using an e-portfolio and visits from a tutor every 4-6 weeks.

After each theme is complete, a Mock End Point Assessment is carried out to ensure learners are ready to complete the End Point Assessment at the end of the programme

The programme can include the completion of Functional Skills in maths and English at level 2, planned for achievement by month 9 of the programme.

# Programme Overview



## End Point Assessment (EPA)

The End Point Assessment will be completed by an Independent End Point Assessment Organisation and consist of three components:

1. Multiple Choice Examination (40-minutes duration)
2. Report, Presentation and Questioning (40-minute presentation, 35-minute questioning)
3. Professional Discussion underpinned by a CPD log (50-minutes duration)

Apprentices must submit their Project Report up to one month after the gateway meeting.

## Benefits

### Potential employer benefits

- Improved productivity and performance
- Reduced costs, process variation and waste
- Improved inter-departmental communication
- Customers and prospects will see that you invest in quality improvement within your organisation

### Potential employee benefits

- Improved knowledge and skills leading to enhanced abilities at work to enable staff to take on a wider range of responsibilities and lead project improvements
- Achievement of nationally certified programme, with the opportunity to progress onto higher level programmes and further career development
- Improved positive job satisfaction and empowerment to make positive changes

## Off the Job Training

As part of government policy to raise the quality of learning, a minimum of six hours per week of off-the-job learning applies to apprenticeships. Off-the-job training is defined as learning which is undertaken outside of the normal day-to-day working environment and leads towards the achievement of an apprenticeship. This can include training that is delivered at the learner's normal place of work but must not be delivered as part of their normal working duties.



## Improvement Practitioner

**Level:** 4

**Duration:** 18 months

### Who is this apprenticeship for?

A wide range of staff would benefit from this apprenticeship as the Improvement Technician apprenticeship can be applied to those looking to develop their skills in managing change.

The learners role should allow for the below typical activities to be included to enable the learner to successfully achieve the programme:

- Identifying potential opportunities, diagnosing issues, proposing solutions and implementing changes and controls
- Coaching and leading teams and sharing best practice

The employer must be prepared to provide the learner with the opportunity to carry out work and be part of projects which will enable them to produce the substantial evidence required for completion.

### What will be involved?

Improvement Practitioners use a blend of Lean and Six Sigma, project and change management principles and tools to identify and lead the delivery of change across organisational functions and processes. Improvement Practitioners can be found across all sectors and functions including automotive, banking, engineering, food products, IT, property, retail, telecoms etc.

Typically, Practitioners lead smaller projects and/or play a key supporting role in a larger programme – tackling issues that may require swift problem solving, or re-occurring challenges that require in-depth analysis and the implementation of a range of executive and sustainable countermeasures. They are the focal point for all stakeholders and responsible for communication throughout a project. Learners will be assessed on their knowledge and skills throughout the apprenticeship, this is tracked online using an e-portfolio and visits from a tutor every 4-6 weeks.

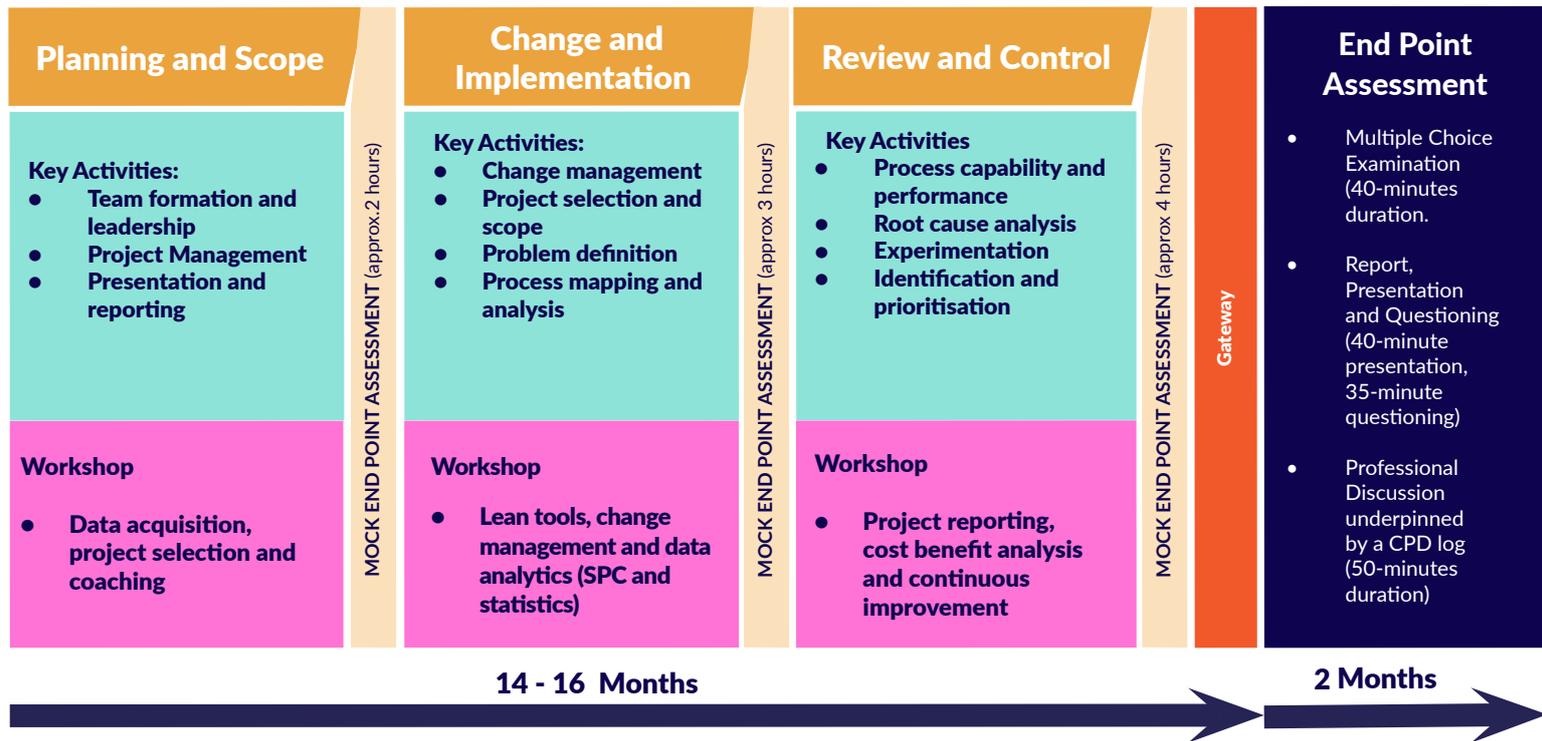
After each theme is complete, a Mock End Point Assessment is carried out to ensure learners are ready to complete the End Point Assessment at the end of the programme.

The programme can include the completion of Functional Skills in maths and English at level 2, planned for achievement by month 9 of the programme.

### What will be achieved?

- Improvement Practitioner Apprenticeship Standard Certificate
- Level 2 Functional Skills in Maths and English (if no prior exemption)

# Programme Overview



## End Point Assessment (EPA)

The End Point Assessment will be completed by an Independent End Point Assessment Organisation and consist of three components:

1. Multiple Choice Examination (40-minutes duration)
2. Project Report, Presentation and Questioning (40-minute presentation, 35-minute questioning)
3. Professional Discussion underpinned by a CPD log (50-minutes duration)

Apprentices must submit their Project Report up to one month after the gateway meeting.

## Benefits

### Potential employer benefits

- Improved productivity and performance
- Reduced costs, process variation and waste
- Improved inter-departmental communication
- Customers and prospects will see that you invest in quality improvement within your organisation

### Potential employee benefits

- Improved knowledge and skills leading to enhanced abilities at work to enable staff to take on a wider range of responsibilities and lead project improvements
- Achievement of nationally certified programme, with the opportunity to progress onto higher level programmes and further career development
- Improved positive job satisfaction and empowerment to make positive changes

## Off the Job Training

As part of government policy to raise the quality of learning, a minimum of six hours per week of off-the-job learning applies to apprenticeships. Off-the-job training is defined as learning which is undertaken outside of the normal day-to-day working environment and leads towards the achievement of an apprenticeship. This can include training that is delivered at the learner's normal place of work but must not be delivered as part of their normal working duties.



# Supply Chain Warehouse Operative

**Level:** 2

**Duration:** 13 months

**Course Type:** Apprenticeship Standard

## Who is this for?

The Level 2 Supply Chain Warehouse Operative Apprenticeship standard has been designed for anyone who is looking to develop their warehousing and logistical skills in preparation for enhanced career prospects.

Particular roles are:

- Warehouse Assistants
- Warehouse Operatives
- Manufacturing Assistants
- Trade Counter Assistants
- Mailroom Assistants
- Facility Assistants
- and other similar roles

## What will be involved at level 2?

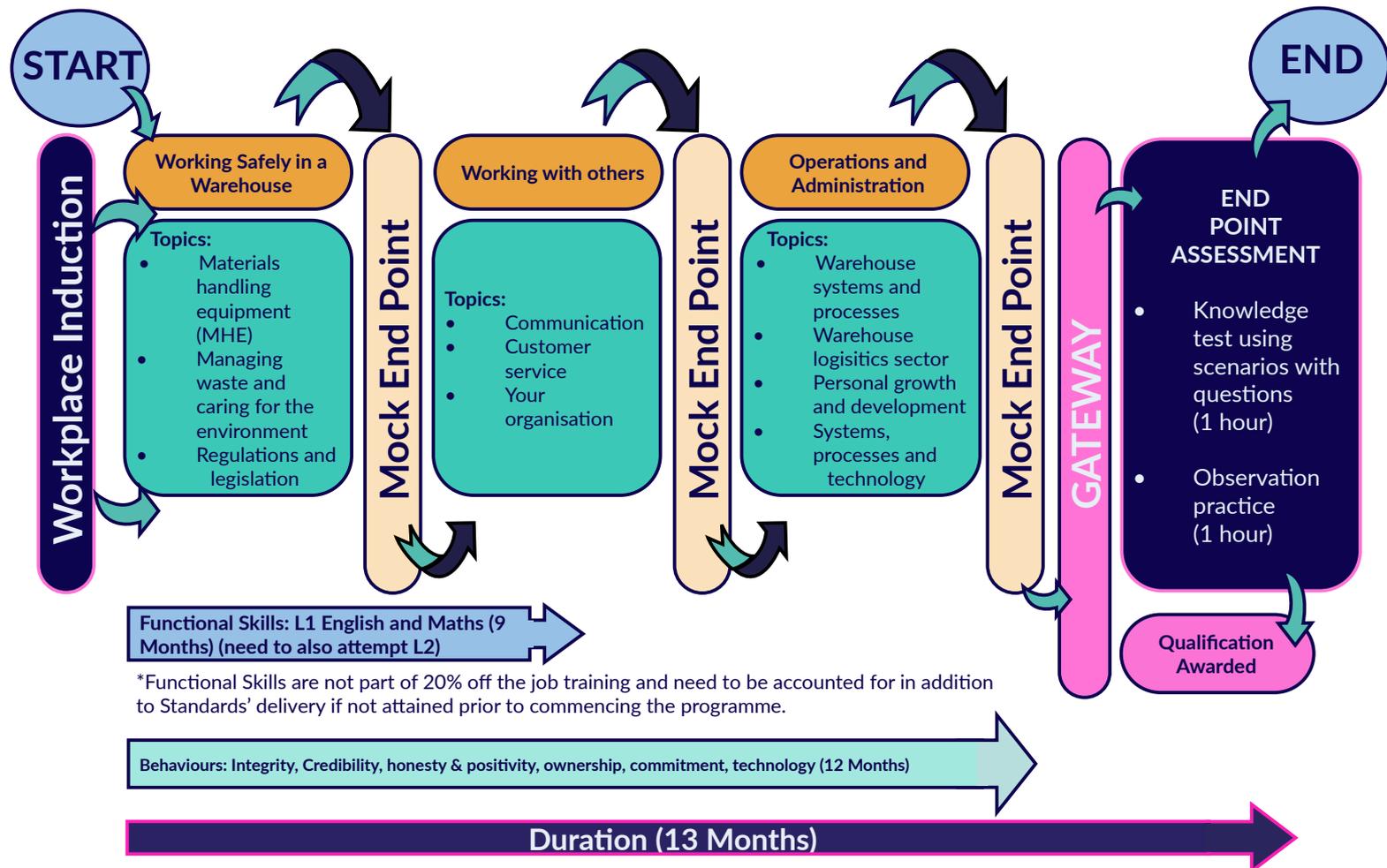
The Supply Chain Warehouse Operative Level 2 Apprenticeship is made up of several components which cover the programme.

Following enrolment and induction, programme units are grouped into 3 themes which complement each other. These are Working Safely in a Warehouse, Working with Others and Operations and Administration. Apprentices will be assessed on their knowledge, skills and behaviours throughout the apprenticeship. This is tracked online using an e-portfolio and supported by visits from a tutor every 4-6 weeks.

## What will be achieved?

- Supply Chain Warehouse Operative Apprenticeship Standard Certificate
- Level 1 - 2 Functional Skills in English and Maths

## Programme Overview



## End Point Assessment (EPA)

After a minimum of 372 days and successful delivery of the programme, the end point assessment will take place. The end-point assessment is a synoptic assessment of the skills, behaviours and knowledge that have been developed throughout the apprenticeship.

The End Point Assessment for this standard is made up of two assessment methods:

- **Knowledge and Behaviours Test - Weighting 50%**

Apprentices will participate in a knowledge test that will cover the learning outcomes of the apprenticeship. This will consist of structured short answer and scenario based questions and will be taken under exam conditions.

- **Practical Assessment - Weighting 50%**

Apprentices will be observed by an independent assessor carrying out their everyday tasks. The apprentice will demonstrate full competence in the necessary skills required for a Warehouse Operative. The assessor will ask questions or use simulated scenarios to collect any evidence they have not been able to gather over the course of the assessment.



## Early Years Practitioner

**Level:** 2

**Duration:** 12 months (+2 months for End Point Assessment)

**Course Type:** Apprenticeship Framework

### Who is this for?

- Nursery Assistant
- Early Years Practitioner
- Nursery Practitioner
- Nursery Nurse
- Assistant Childminder
- Nanny
- Early Years Worker

### What will be achieved?

- Level 2 Diploma for Early Years Practitioners
- Level 2 Early Years Practitioner Standard
- Level 1 Functional Skills in Maths and English (if no prior exemption)

### What will be involved at level 2?

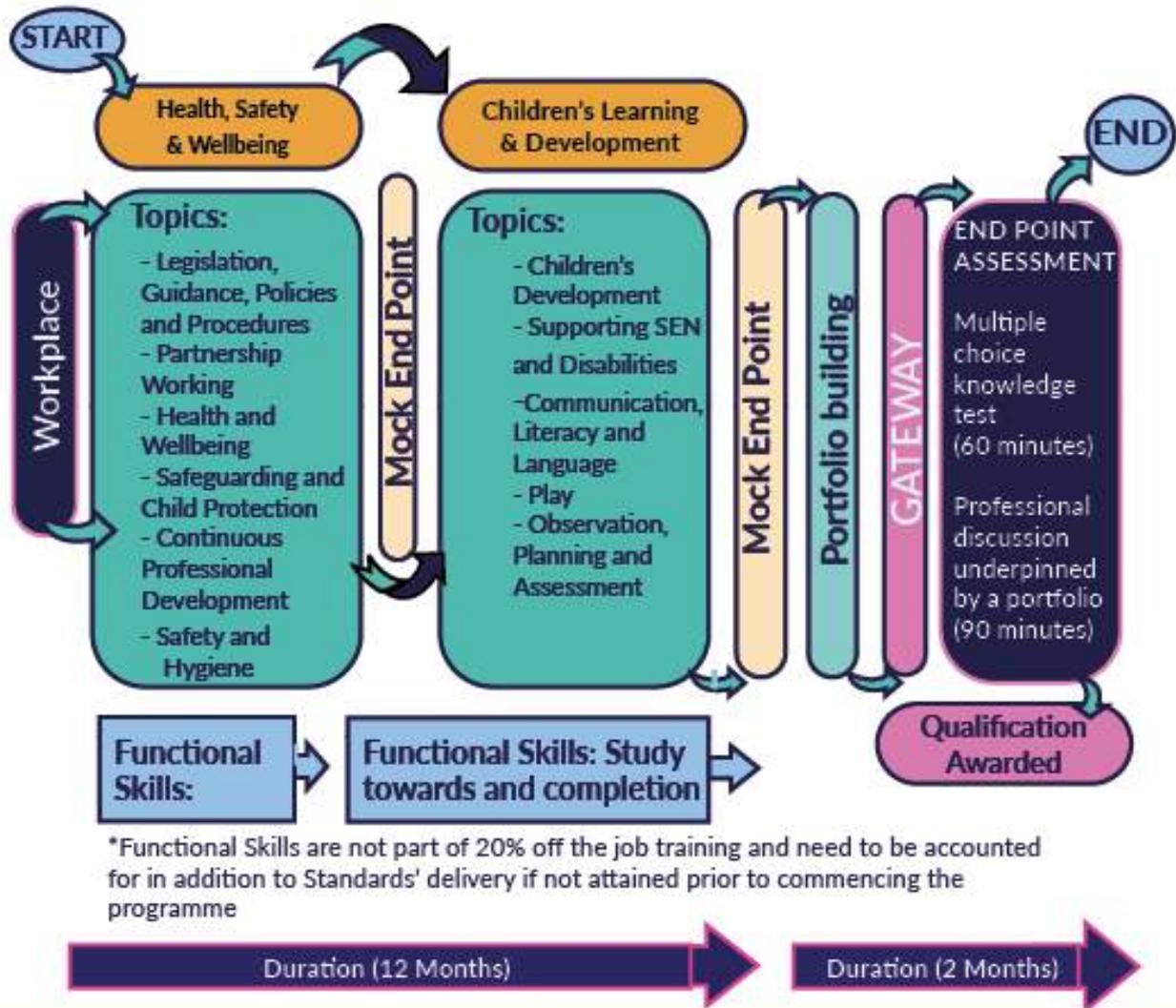
The Early Years Practitioner Level 2 Apprenticeship is made up of several components which develop the practitioner's knowledge, skills and behaviour.

The programme is spread across 12 months and covers 11 units across 2 themes: Following enrolment and induction, programme units are grouped into 2 themes which complement each other. These are:

1. Health, Safety & Wellbeing
2. Children's Learning & Development

As part of government policy to raise the quality of an apprentice's earning, a '20% off the job learning' policy applies to apprenticeships. Off-the-job training can include training that is delivered at the apprentice's normal place of work but must not be delivered as part of their normal working duties.

## Programme Overview



### End Point Assessment (EPA)

After a minimum of 372 days and successful delivery of the programme, the End Point Assessment will take place. The EPA is a synoptic assessment of the knowledge, skills and behaviours that have been developed throughout the apprenticeship.

The EPA for this standard is made up of two assessment methods:

1. Multiple Choice Knowledge Test 60 minute duration. Grading of pass, distinction or fail
2. Professional Discussion underpinned by a portfolio 90 minute duration. Grading of pass, distinction or fail

Find out more about the End Point Assessment at [www.hawktraining.com](http://www.hawktraining.com)



## Early Years Educator

**Level:** 3

**Duration:** 20 months (including End Point Assessment)

**Course Type:** Apprenticeship Standard

### Who is this for?

- Nursery Worker/Supervisors
- Nursery Nurses
- Nursery Teaching Assistants
- Early Years Workers/Assistants
- Nursery Practitioners
- Classroom Assistants
- Care Workers/Assistants
- Assistant Youth Supporters
- Community Workers  
and other similar roles

### What will be achieved?

- Pearson Edexcel Level 3 Diploma in Children's Learning and Development (Early Years Educator)
- Level 3 Early Years Educator Standard
- Level 2 Functional Skills in Maths and English (if no prior exemption)
- Level 3 Award in Paediatric First Aid or Level 3 Award in Emergency Paediatric First Aid

### What will be involved at level 3?

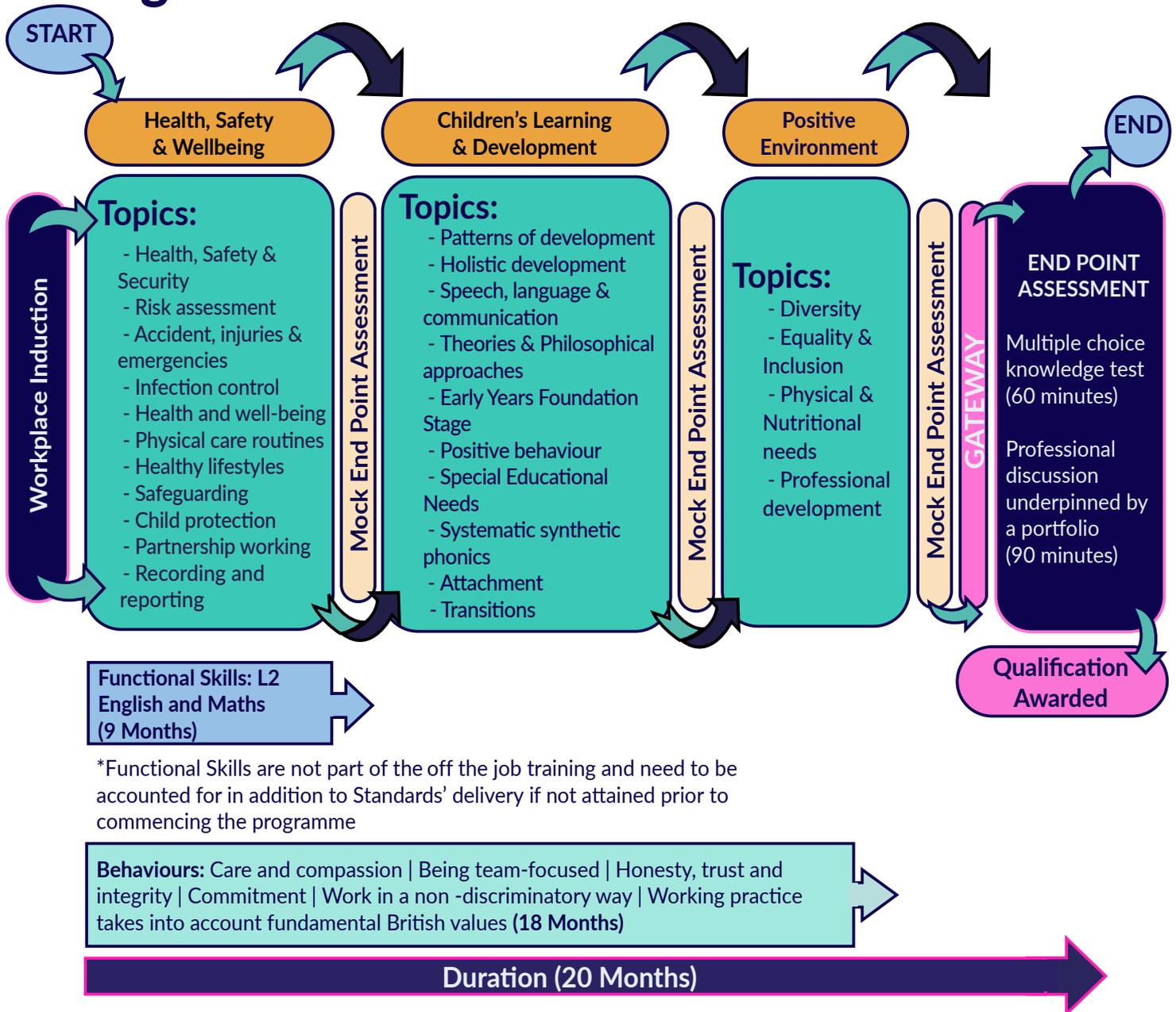
The Early Years Educator Level 3 Apprenticeship is made up of several components which develop the practitioner's knowledge, skills and behaviour.

The programme is spread across 18 months and covers 12 units, with the option to take on extra stretch and challenge units if desired.

Following enrolment and induction, programme units are grouped into 3 themes which complement each other.

These are: health, safety and wellbeing, children's learning and development and positive environments.

## Programme Overview



\*Functional Skills are not part of the off the job training and need to be accounted for in addition to Standards' delivery if not attained prior to commencing the programme

## End Point Assessment (EPA)

After a successful delivery of the programme, the End Point Assessment will take place. The EPA is a synoptic assessment of the knowledge, skills and behaviours that have been developed throughout the apprenticeship.

The EPA for this standard is made up of two assessment methods:

1. Multiple Choice Knowledge Test  
**60 minute** duration. Grading of **pass or fail**
2. Professional Discussion underpinned by a Portfolio  
**90 minute** duration. Grading of **pass, fail or distinction**

To find out more about the End Point Assessment please call 020 8891 0992



## Early Years Lead Practitioner

**Level:** 5

**Duration:** 24 months (not including End Point Assessment)

**Course Type:** Apprenticeship Standard

### Who is this for?

- Room Leaders
- Deputy Managers
- Assistant Managers
- Senior Practitioners
- Lead Practitioners
- Pre-School Leaders  
and other similar roles

### What will be achieved?

- Level 5 Early Years Practitioner Standard
- Level 2 Functional Skills in Maths and English (if no prior exemption)

### What will be involved at level 5?

The Early Years Lead Practitioner Level 5 Apprenticeship is made up of several components which develop the practitioner's knowledge, skills and behaviour.

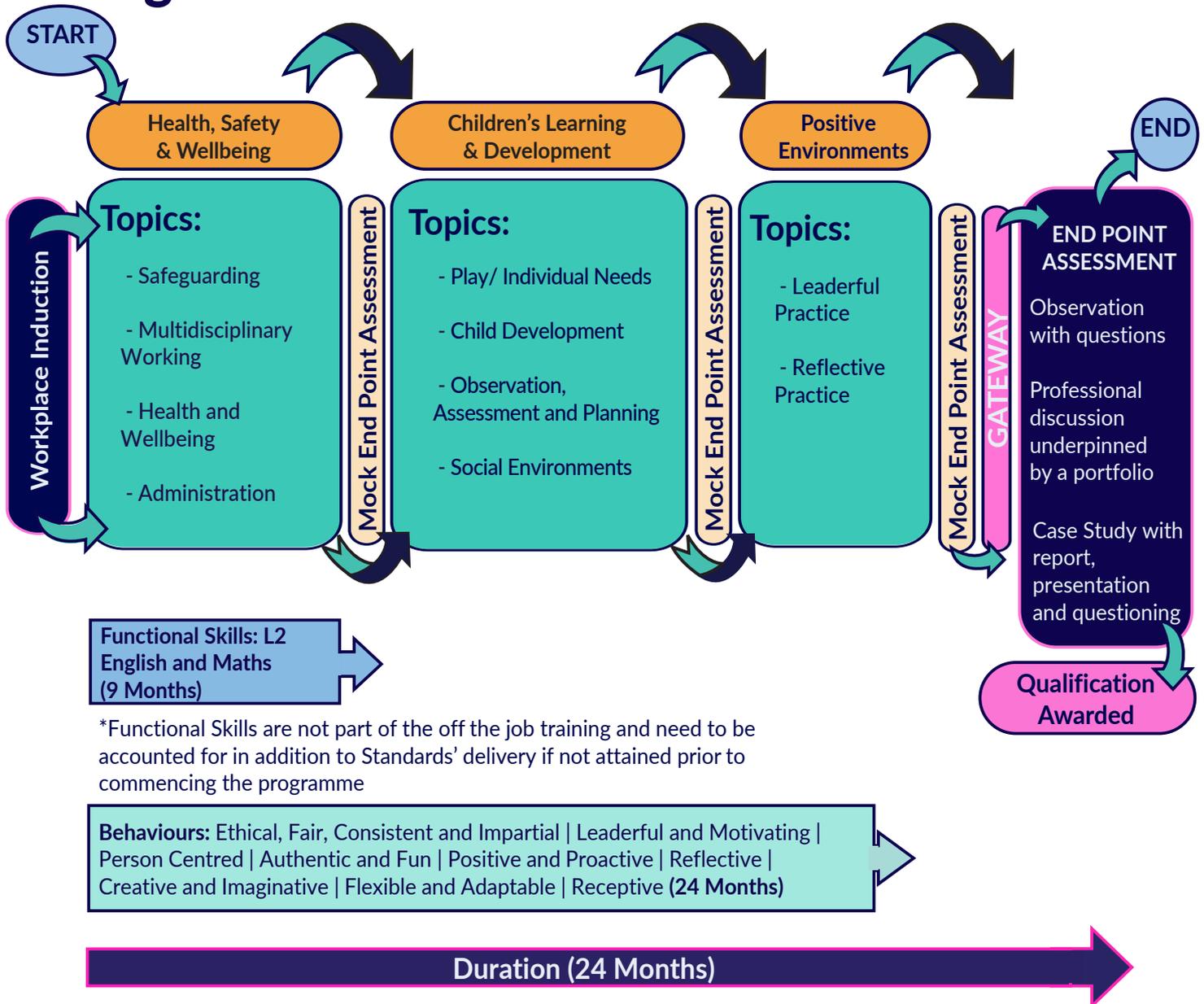
The purpose of the Level 5 is to develop proactive, influential and highly skilled practitioners who work directly with young children. They will be responsible for leading day to day practice, effectively role modelling play based learning and supporting others to develop their practice.

The programme is spread across 24 months and covers ten topics.

Following enrolment and induction, the topics are grouped into three themes which complement each other.

These are: Health, Safety and Wellbeing, Children's Learning and Development and Positive Environments.

## Programme Overview



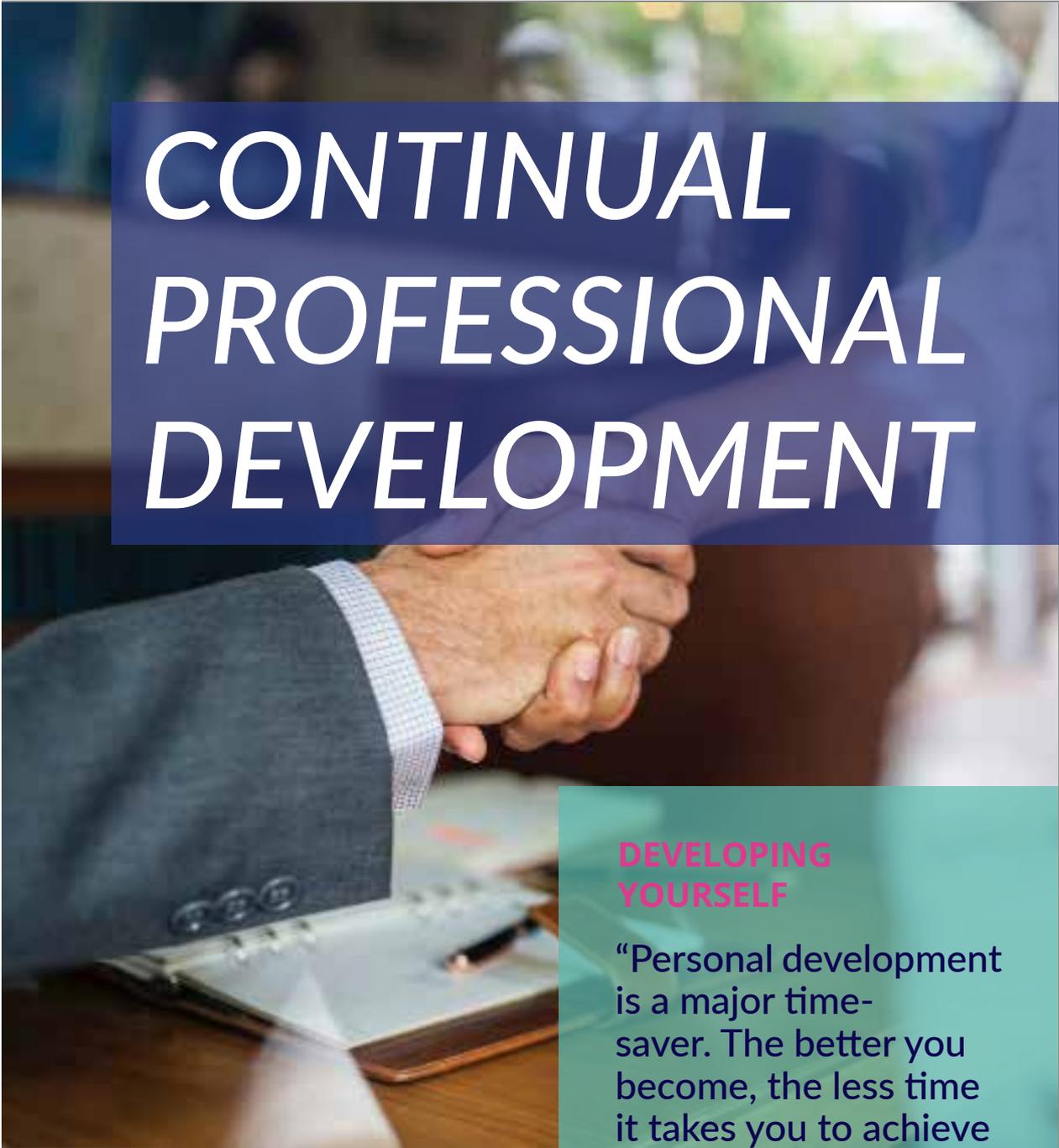
## End Point Assessment (EPA)

After a successful delivery of the programme, the End Point Assessment will take place. The EPA is a synoptic assessment of the knowledge, skills and behaviours that have been developed throughout the apprenticeship.

The EPA for this standard is made up of three assessment methods:

1. Observation with Questions.  
**90 minute** duration. Grading of **fail, pass or distinction.**
2. Professional Discussion underpinned by a Portfolio.  
**60 minute** duration. Grading of **fail, pass or distinction.**
3. Case Study Report, Presentation and Questioning.  
**12 week** preparation, **40 minute** duration. Grading of **fail, pass or distinction.**

To find out more about the End Point Assessment please call 020 8891 0992



# CONTINUAL PROFESSIONAL DEVELOPMENT

## DEVELOPING YOURSELF

“Personal development is a major time-saver. The better you become, the less time it takes you to achieve your goals.” Brian Tracy

Taking our experience in delivery to a new and exciting level, we have developed a suite of short courses that both complement our current apprenticeship offer and build on the experience we have throughout our organisation.

Our short courses are designed to provide development opportunities through in areas

such as managing change and motivational tools and techniques, to those wishing to move into leadership roles through our stepping up to leadership 2 day course.

Hawk Training's experience in delivery makes us the ideal partner for all your CPD needs.

**Please contact us to see how we can help develop  
your staff with our short courses.**

**Call 020 8891 0992 or  
email [enquiries@hawktraining.com](mailto:enquiries@hawktraining.com)**



# COACHING AND MENTORING FUNDAMENTALS



## Short Course

### Duration:

One day plus optional Accreditation Day

### Delivery:

Remote/Online Live Course

### Cost

1 Day -

**£150**

1 day plus one to one support for CMI Accreditation -

**£600**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

This course will help you to develop the skills necessary to identify both coaching and mentoring opportunities, consider the planning requirements for both coaching and mentoring programmes, conduct coaching and mentoring sessions using proven models, review progress and develop working relationships.

This course is also formally recognised by the Chartered Management Institute so delegates will receive a CMI certificate as well as a year's complimentary affiliate membership. This provides access to the latest news and developments in leadership, management, coaching and mentoring as well as access to the CMI Management Direct e-learning portal.



*Coach and Mentor*



*Develop management skills*

### Course Content

- The definition of both coaching and mentoring.
- The coaching continuum - Directive to Non-Directive.
- An introduction to a number of coaching models.
- An opportunity to practise using a variety of models in a safe environment with others.
- An opportunity to explore best practice coaching and mentoring strategies.
- Build on your current questioning and listening skills.
- An opportunity to explore motivational techniques.

### Learning Outcomes

- Various coaching and mentoring models.
- How to facilitate a coaching and mentoring session.
- How to develop a coaching and mentoring programme.
- How to help others set realistic goals.



# EFFECTIVE CHANGE MANAGEMENT



## Short Course

### Duration:

One Day

### Delivery:

Remote/Online  
Live Course

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Change management programmes are designed to fit a variety of change projects and may involve the use of specific quality management standards and systems to suit individual requirements. This workshop will provide an outline of the core skills and knowledge you will need to implement and manage a change programme within your working environment.



### Forward thinking

### Course Content

- Communicate change effectively.
- Gain buy-in from major internal and external stakeholders.
- Act as an effective and efficient agent of change.
- Design a plan for change and create a change management budget.

### Who is this course aimed at?

- Accidental Managers
- New Managers
- Experienced Managers
- Project Managers



### Commitment

### Course Benefits

The course content will focus on the blend of skills and tools required to:

- Build a case for change.
- Sketch a change management outline plan.
- Effectively communicate change.
- Gain commitment from staff and key stakeholders.
- Identify change agents and change support mechanisms within an organisation.
- Identify cost and driving forces for change.



# EMOTIONAL RESILIENCE



## Short Course

### Duration:

30 minutes

### Delivery:

Remote/Online

Cost

**FREE**

**Book Now**

### Overview

In the current climate of constant change, it's those with resilience who cope best. Although many people are born with resilience, there are several learnable skills in which someone can become more emotionally resilient.

This short course will provide you with some of the knowledge behind the importance of good emotional health, specifically looking at how to work towards being more emotionally resilient.



*Emotional balance*

### Course Content

- What is emotional health and how does this relate to emotional resilience?
- What emotional strain do we often have to deal with and how does this affect our performance?
- What factors are required in order to become more emotionally resilient?
- Why is emotional resilience important as an individual and what are the benefits for a workplace?

### Who is this course aimed at?

- Individual
- Experienced Managers



*Coach and Mentor*

### Course Benefits

The course content will focus on the blend of management skills and tools required to:

- Develop the knowledge behind why emotional health is important.
- Maximise your own personal power resulting in assertive behaviour.
- The ability to act in your own best interests, to be able to stand up for yourself without feeling anxious.
- What it takes to be more emotionally resilient, and how this will support your performance in work and in your personal life.



# GREEN BELT LEAN SIX SIGMA



## Short Course

### Duration:

Two days plus  
follow up session

### Delivery:

Remote/Online

### Cost

**£420**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Six Sigma Green Belt training introduces process management and the tools of Six Sigma, giving employees a stronger understanding of processes, enabling them to have the tools and techniques needed in achieving the organisation's overall objectives. Our Six Sigma Green Belt also improves:

- The effectiveness of employees in developing project leadership.
- Personnel buy-in of Six Sigma.
- Day-to-day workplace activities (resulting in a reduction of cycle times, improved quality, and less waste).
- Builds on the methodologies of Six Sigma Yellow Belt.

### Who is this course aimed at?

- Senior Managers
- Team Leaders
- Employees



### Understanding

### Course Contents

- Learn and understand the key principles of Green Belt Lean Six Sigma and the difference.
- Defining a problem and techniques involved.
- Measuring and planning to collect data.
- Analysing data and the use of Statistical Process Control.
- Implementing actions and the methods of controlling progress.
- Controlling implemented changes and methods of sustaining change.
- Project identification and selection.



# INTRODUCTION TO LEAN PRINCIPLES - WHITE BELT



## Short Course

### Duration:

Two days plus  
follow up session

### Delivery:

Remote/Online

### Cost

**£420**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Lean, or Business Improvement Techniques, is a set of skills and behaviours that are embedded into a business, at all levels, encouraging and promoting 'good change'. The term Lean comes from the idea of removing waste and being left with value added activities and processes that impact the business. The principles have been in practice for over 60 years, originating in Japan with Toyota, building on ideas first introduced by Henry Ford.



### Understanding

### Course Objectives

- Awareness of the importance of Lean and how it impacts behaviour.
- The ability to identify waste.
- The ability to identify the key techniques of Lean, such as 5S, Kaizen and Problem Solving and how they could be applied.
- Efficient action planning.



### Action Planning

### Course Contents

- How Lean gives you measurable impacts on Quality, Cost and Delivery.
- How it empowers your staff and encourages them to be accountable.
- How Lean engages staff at all levels.
- Why Lean gives you an organised and efficient workplace.
- Introduce the ideas of workplace organisation (5S), Kaizen and Problem Solving.
- Explore where wastes are apparent and how they can be eliminated.
- Give your colleagues the awareness to make change and feel engaged.
- How to create an action plan for improvement.



# KAIZEN - CONTINUOUS IMPROVEMENT



## Short Course

### Duration:

Half Day

### Delivery:

Remote/Online

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Kaizen is a proven performance improvement tool used to generate breakthrough improvements quickly, without huge investments or high commitments.

Using continuous improvement methods will allow everyone in an organisation to take ownership of their areas and want to make change and demonstrate measurable improvements.

Used by large manufacturing companies such as Toyota and the UK's NHS, Kaizen can be used in any part of an organisation to great effect.



### Understanding

### Learning Outcomes

- Lower costs - reduce service or manufacturing costs by helping staff get it right and eliminating failure demand.
- Immediate results - with a one step at a time approach, Kaizen makes minor enhancements to solve large numbers of small problems.
- Reduce waste - makes alterations, looks at results, then repeats with improvements to eliminate wasted time, activities and unnecessary work.
- Energise employees - Kaizen depends on employees making suggestions for change. Motivate and enrich work experiences by encouraging change.



### Collaboration

### Course Contents

The course content will explain the:

- Explore what good change means.
- Understand paradigms and how they impact your business.
- Identify ways to break down barriers to change.
- What is waste and how to remove it.
- Effective action planning.
- How to use and apply the PDCA Cycle.
- Identifying waste in your business.
- Creating action plans to remove waste.



### Energise employees



# MANAGING CHANGE



## Short Course

### Duration:

Half day

### Delivery:

Remote/Online

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Change management is the process of moving from a current state to a future desired state as the result of and internal or external requirement. Change management can be reactive or proactive and involve small continuous improvement initiatives or large-scale organisational change. This workshop is designed to provide you with an overview of the key stages involved in change.



### Understanding

### Course Content

- Identify examples of good and bad change programmes.
- Understand internal and external drivers for change.
- Understand and explore the various models of change.
- Understand individual's barriers to change.
- Understand the emotional journey of change.
- Understand how to develop a plan for change.

### Who is this course aimed at?

- Aspiring Managers
- Middle Managers



### Collaboration

### Course Benefits

- Awareness of the internal and external drivers that cause change.
- Approaches to initiating, planning and managing change and explore the various models of change.
- Understand different theoretical models and concepts linked to change management.
- Identify examples of good and bad change programmes and internal and external drivers for change.



# MANAGING PROJECTS TO ACHIEVE RESULTS



## Short Course

### Duration:

One Day

### Delivery:

Remote/Online

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

In this course you will have the opportunity to learn about the importance of the project life cycle and how it is used to structure a project. This leads to the exploration of project management tools used to set up and manage a project, focusing on the development of a project plan, which is essential for the monitoring and control of a project.



*Develop management skills*

### Course Content

- Understand the role of projects in delivering organisational strategy.
- Understand the factors which contribute to effective project management.
- Understand project management tools and techniques.
- Understand process, risk and communication management.
- Understand processes for initiating, planning, managing and closing projects.

### Who is this course aimed at?

- Aspiring Manager
- Experienced Managers
- Project Managers



*Project management*

### Course Benefits

The course content will focus on the blend of management skills and tools required to:

- Understand the role of projects in delivering organisational strategy and the factors which contribute to effective project management.
- Learn how to set up, plan, organise and manage a project and resources using relevant tools and techniques.
- Learn how to close a project, considering factors such as evaluating outcomes, seeking feedback and identifying lessons learned.



# MANAGING TEAMS REMOTELY



## Short Course

### Duration:

Half Day

### Delivery:

Remote/Online  
Live Course

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

This workshop will focus on developing the knowledge, skills and behaviours needed to manage to a remote team. The content will focus on the blend of management skills required to:

- Lead a remote team.
- Communicate effectively with a remote team (collaborative platforms, meetings, setting targets).
- Delegate and remotely manage team performance.
- Manage the emotional wellbeing and motivation of a remote team.



### Develop change management skills

### Course Content

- Communicate change effectively.
- Gain buy-in from major internal and external stakeholders.
- Act as an effective and efficient agent of change.
- Design a plan for change and create a change management budget.

### Who is this course aimed at?

- Accidental Managers
- New Managers
- Experienced Managers
- Project Managers



### Team motivation

### Course Benefits

The course content will focus on the blend of management skills and tools required to:

- Manage a remote team and how this differs from managing a co-located team.
- Build a team that is motivated, empowered, and productive.
- Use tools and techniques that will help them to build and communicate with a remote team.
- Develop managers' remote delegation, feedback and coaching skills.



# MANAGING WORKPLACE STRESS



## Short Course

### Duration:

Half day

### Delivery:

Remote/Online

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

This course will benefit anyone who has experienced stress; who wants to decrease their stress levels; or who wants to avoid becoming stressed. You will develop specific skills and techniques to help you combat your stress levels.

What do you need to change to reduce your stress?  
What are your own personal stress signs?  
How can you use stress to motivate yourself, to be like a business-athlete?



### Awareness

### Course Content

- What is stress?
- How to use stress to be a business athlete.
- What is your own stress curve?
- What do you need to change to reduce stress?
- How can I create a plan to improve my mental, physical and emotional wellbeing?

### Who is this course aimed at?

- Aspiring Manager
- Experienced Managers
- Project Managers



### Collaboration

### Course Benefits

The course content will focus on the blend of management skills and tools required to:

- Understand the role of projects in delivering organisational strategy and the factors which contribute to effective project management.
- Learn how to set up, plan, organise and manage a project and resources using relevant tools and techniques.
- Learn how to close a project, considering factors such as evaluating outcomes, seeking feedback and identifying lessons learned.



# MOTIVATING A TEAM



## Short Course

### Duration:

Half day

### Delivery:

Remote/Online

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Motivation is the internal process that moves us towards an action and goals; it gets us out of bed – the magic driver to personal success and enabling others to achieve success.

The workshop will explore the key theories of motivation and power and investigate our own internal barriers and limiting beliefs, which stop us achieving our full potential.

We will also explore our physical needs to maximise our motivation including diet and exercise.

The most recent thinking suggests that we cannot motivate others, only create an environment which allows others to self-motivate. These include flexibility, autonomy, mastery, gratitude and conditions.



**Awareness**

### Outcomes

The workshop will provide you with a better understanding of your own and team motivation strategies driving higher performance.

It is ideal for individuals who want to develop the skills of self-motivation and create opportunities for others to self-motivate, especially in today's ever-changing working environment.



**Collaboration**

### Course Content

- Introduction to motivation.
- Barriers to motivation.
- Overcoming barriers.
- Identifying your motivation triggers.
- Setting goals and outcomes.
- Understand and use your own triggers.
- Motivation Theory.
- Explore your own limiting beliefs.
- Creating a new future - taking charge of your dreams.
- Managing and motivating/enabling others.



**Understanding**



# STAKEHOLDER RELATIONSHIP MANAGEMENT



## Short Course

### Duration:

Half Day

### Delivery:

Remote/Online

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

The aim of stakeholder relationship management is to impact stakeholder attitudes, decisions, and actions for the benefit of your organisation and its stakeholders.

Stakeholders need to gain from the relationship, or they may not be sufficiently motivated to cooperate. A skillful approach is required to balance the interests of all parties involved. Thorough planning will build you the balance you are seeking.

To build stakeholder relationships that are long lasting and sustainable they need to be planned and developed. This workshop explores the types and purposes of stakeholder relationships and the skills required to overcome challenges and manage these effectively.



### Understanding

### Learning Outcomes

- Understand the different types and value of stakeholder relationships.
- Understand the frameworks for stakeholder management.
- Know how to manage stakeholder relationships.
- Know methods for measuring the impact of stakeholder engagement on organisational performance.



### Collaboration

### Course Contents

The course content will explain the:

- Benefits and challenges of stakeholder relationships.
- Contractual framework of stakeholder relationship management.
- Planning of stakeholder engagement and the impact of stakeholder engagement.
- Role of the manager in stakeholder relationships.
- Communication skills required for effective stakeholder relationships.
- Collaborative working techniques used within stakeholder relationships.
- Strategies for managing conflict between stakeholders.



# STEPPING UP TO LEADERSHIP



## Short Course

### Duration:

2 Days plus  
optional CMI  
Accreditation Day

### Delivery:

Remote/Online  
Live Course

### Cost

2 Days -

**£300**

2 Days plus CMI  
Accreditation Day -

**£720**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Being a first-time manager is not easy and often does not come with the necessary training. 68% of the UK's managers are accidental, having performed extraordinarily well within their role; these managers are thrust into management positions without the necessary skills needed to effectively lead their teams into the future.

We also find that some senior/experienced managers lack the right skills to lead effectively from the front.



### Prepare for career progression

This highly interactive course tackles the challenge of transitioning from being a team member to a team manager head on. It will provide the tools, methods and structure to balance time, tasks, team needs, performance management and individual development.

You can further your learning and gain a fully accredited CMI Level 3 Award in First Line Management by signing up to an additional day of training (this is optional).

### Who is this course aimed at?

- Accidental Managers
- New Managers
- Experienced Managers
- Project Managers



### Coach and Mentor

### Course Benefits

- Learn how to set expectations, build confidence and trust with your new team.
- Speak with purpose, listen with intent and translate the potential in others to action.
- Balance time for tasks, team needs, individual development and performance management.
- Review team competencies and provide stretching development opportunities.



# WORKPLACE ORGANISATION



## Short Course

### Duration:

Half day

### Delivery:

Remote/Online

### Cost

**£120**

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

Workplace Organisation is a systematic technique that looks at all parts of a workplace and processes. It gives you the tools to get organised, and more importantly, stay organised.

The methodologies are designed to be applied in all areas and at all levels. It strongly empowers everyone to take ownership of their environment and shows them how to be proactive and effective.

The techniques of workplace organisation are utilised in world class companies and are proven to be successful.



### Understanding

### Course Content

- What each of the 5 Steps within workplace organisation are.
- When to conduct a 5S audit and identify areas for improvement.
- How to sustain changes to a working environment.
- How to remove and control unnecessary items in a business.
- How to reorganise and layout working environments.

### Who is this course aimed at?

- Leaders
- Employers



### Collaboration

### Course Benefits

- Learn how to audit work areas using 5S audits.
- Learn how to use a systematic 5 step process to sustain changes made to a working environment.
- Gain the confidence to suggest change and how to use data to support suggestions.
- Learn action planning and the methods of confirming actions are completed and sustained.



# STEPPING UP TO LEADERSHIP IN EARLY YEARS



## Short Course

### Duration:

Approx. 6 weeks

### Delivery:

Online self study course.

Recommended one topic per week.

### What's Included?

Full online training for you or a team member

Interactive activities to link learning to your workplace

Certificate of completion

Cost

**£80**

Per Person +VAT

## Book Now

For group bookings please contact our Business Development Team for additional dates and to see how we can adapt to meet your needs.

### Overview

This programmed is designed for those who have completed their Level 3 and would like to develop their skills in stepping up to lead a team in a nursery or early years setting.

The programme is designed to be achieved over a six week self-study period for learners, however can be completed over a longer or shorter time frame subject to the needs of the learner.

The programme supports a variety of activities that can be completed in the workplace, including reflection on team roles and how to support these within the setting.



*Prepare for  
career progression*

### Course Modules

The programme is broken down into six core modules:

- Organisation
- Effective Communication
- Professional Development
- Leadership and Management Approaches
- Coaching and Mentoring
- Leading a Team

### Who is this course aimed at?

- Room Leaders
- Room Supervisors
- Level 3 Early Years Educators



*Coach and Mentor*

### Course Benefits

- Understand your own and others learning styles and how to support these.
- Develop your skills in being an affective coach/mentor.
- Understand the concept of emotional intelligence and how this can impact on your role as a leader.
- Understand different team roles and how to recognise and support these within your own setting.
- Learn how to be an effective leader within an early years setting.



**Hawk Training**  
Since 1989

We welcome the opportunity to discuss our programmes in more depth, and work with you to build apprenticeship programmes that meet your needs.

# Get in touch

**+44 (0) 20 8891 0992**

**[enquiries@hawktraining.com](mailto:enquiries@hawktraining.com)**

**[www.hawktraining.com](http://www.hawktraining.com)**