

### Learning Outcomes and Assessment Criteria

The learning outcomes and assessment criteria for the Chartered Manager Degree Apprenticeship have been based upon the following:

1. DfE definition - level 6 descriptor
  - critically, review, consolidate and extend a systematic and coherent body of knowledge, utilising specialized skills across an area of study;
  - critically evaluate new concepts and evidence from a range of sources;
  - transfer and apply diagnostic and creative skills and exercise significant judgment in a range of situations;
  - accept accountability for determining and achieving group and/or personal outcomes.
  
2. Ofqual level 6 descriptors

Summary	Knowledge and understanding	Application	Autonomy and accountability
<p>Achievement at level 6 reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition.</p> <p>It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgement.</p> <p>It also reflects an understanding of different perspectives, approaches or schools of thought and the theories that underpin them.</p>	<p>Refine and use practical, conceptual or technological understanding to create ways forward in contexts where there are many interacting factors.</p> <p>Critically analyse, interpret and evaluate complex information, concepts and ideas.</p> <p>Understand the context in which the area of study or work is located.</p> <p>Be aware of current developments in the area of study or work.</p> <p>Understand different perspectives, approaches or schools of thought and the theories that underpin them.</p>	<p>Address problems that have limited definition and involve many interacting factors.</p> <p>Determine, refine, adapt and use appropriate methods and skills.</p> <p>Use and, where appropriate, design relevant research and development to inform actions.</p> <p>Evaluate actions, methods and results and their implications.</p>	<p>Take responsibility for planning and developing courses of action that are capable of underpinning substantial changes or development.</p> <p>Initiate and lead tasks and processes, taking responsibility, where relevant, for the work and roles of others.</p> <p>Exercise broad autonomy and judgement.</p>

Upon successful completion of the Chartered Manager Degree Apprenticeship, candidates will demonstrate:

- Knowledge and understanding acquired through formal learning and applied according to the business environment
- Skills acquired and demonstrated through continuous professional development in the workplace.

<b>Organisational Performance – delivering a long-term purpose</b>		
<b>Learning outcome/ outcome required</b> <b>The candidate will:</b>	<b>Assessment criteria</b> <b>The candidate can:</b>	<b>Assessment methods</b>
<p><b>1. Operational Strategy</b> <b>Knowledge – know and understand:</b></p> <p>1.1 How to develop and implement organisational strategy and plans, including approaches to resource and supply chain management, workforce development, sustainability, taking and managing risk, monitoring and evaluation, and quality assurance.</p> <p>1.2 How to manage change in the organisation.</p>	<p>1.1.1 Evaluate theories of organisational strategies and review own organisations strategy in the context of these</p> <p>1.1.2 Analyse own organisations strategy for resource and supply chain management</p> <p>1.1.3 Analyse own organisations strategy for workforce development</p> <p>1.1.4 Interpret key principles of sustainability within own organisation</p> <p>1.1.5 Evaluate risk management models and review own organisations approach to the identification and monitoring of risk</p> <p>1.1.6 Evaluate quality assurance models in the context of own organisation</p> <p>1.2.1 Critically evaluate change management models</p> <p>1.2.2 Apply relevant model(s) to effectively manage substantial change in a select area of own organisation</p>	<p>Portfolio will include evidence obtained using a range of assessment methods<sup>1</sup> to show that the candidate has understood and applied relevant organisational theories. Evidence must demonstrate that the candidate is able to apply theory to support the development, implementation and monitoring of organisational strategies and plans.</p> <p>Work-based project will be set within the context of own organisation’s strategy and make efficient use of resources available.</p>

<sup>1</sup> For example: the portfolio will include some of the following types of evidence to demonstrate achievement against the standard: reflective journal, , assessor observations, credible witness statements, 360 degree feedback, plans, projects, assignments, presentations, research projects, reports

<p><b>Skills – be able to:</b></p> <p>1.3 Support the development of organisational strategies and plans.</p> <p>1.4 Develop and deliver operational plans; set targets and key performance indicators, manage resources, and monitor and measure outcomes to establish operational effectiveness, efficiencies and excellence.</p> <p>1.5 Produce reports that clearly present information and data, using a range of interpretation and analytical processes.</p> <p>1.6 Gain wide support to deliver successful outcomes.</p>	<p>1.3.1 Review own organisations strategies and plans and support further development of these</p> <p>1.4.1 Develop operational plan to include realistic, measurable targets and key performance indicators</p> <p>1.4.2 Demonstrate effective delivery of operational plan</p> <p>1.4.3 Identify and manage appropriate resources to deliver plan</p> <p>1.4.4 Accurately monitor and measure outcomes and evaluate results</p> <p>1.5.1 Construct a range of detailed management reports and analyse and interpret these</p> <p>1.6.1 Deliver successful outcomes demonstrating the effective use of wide support from a range of sources.</p>	<p>Interview will test knowledge and understanding of organisational strategy and the application of this.</p>
<p><b>2. Project Management</b></p> <p><b>Knowledge– know and understand:</b></p> <p>2.1 How a project moves through planning, design, development, deployment and evaluation.</p> <p>2.2 Risk management models and reporting, risk benefit analysis and health and safety implications.</p> <p><b>Skills – be able to</b></p> <p>2.3 Plan, organise and manage resources in order to achieve organisational goals.</p> <p>2.4 Identify key outcomes, develop and implement plans and monitor progress, and provide reports as required.</p> <p>2.5 Proactively identify risk and create plans for their mitigation.</p>	<p>2.1.1 Analyse the key stages of a project and demonstrate the application of these</p> <p>2.2.1 Evaluate risk management models and risk versus benefit</p> <p>2.2.2 Present methods of reporting and monitoring risk, including health and safety, and the mitigation of identified risks</p> <p>2.3.1 Exhibit the effective planning, organisation, and management of identified resources, demonstrating how this contributes to the achievement of project goals</p> <p>2.4.1 Identify key project outcomes, developing and implementing plans to ensure that these are achieved</p> <p>2.4.2 Monitor progress towards the achievement of project outcomes and produce reports that clearly demonstrate this</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood the project management process and has successfully applied this to produce positive outcomes.</p> <p>Work-based project will follow the principles of project management as appropriate.</p> <p>Interview will test knowledge and understanding of project management and how the</p>

<p>2.6 Initiate, lead and drive change within the organisation, identifying barriers/ challenges and how to overcome them.</p> <p>2.7 Use widely recognised project management tools.</p>	<p>2.5.1 Select and apply a risk management model to project, identifying and monitoring risks and actions to mitigate of these</p> <p>2.6.1 Initiate, lead and drive change within a specific area of own organisation, identifying barriers/ challenges and presenting strategies to overcome these</p> <p>2.7.1 Demonstrate the successful use of project management tools.</p>	<p>candidate has applied this to achieve successful outcomes.</p>
<p><b>3. Business Finance</b> <b>Knowledge – know and understand:</b></p> <p>3.1 Financial strategies, including budgets, financial management and accounting, and how to provide financial reports.</p> <p>3.2 Approaches to procurement and contracting, and legal requirements.</p> <p>3.3 Commercial context in an organisational setting and how this changes over time.</p> <p><b>Skills – be able to:</b></p> <p>3.4 Manage budgets, control expenditure and produce financial reports.</p>	<p>3.1.1 Evaluate the importance of strategic financial management in relation to the organisational strategy</p> <p>3.1.2 Assess the key elements of financial planning and review</p> <p>3.1.3 Create and analyse financial reports</p> <p>3.2.1 Evaluate the use of procurement and contracting and analyse their use within the context of own organisation</p> <p>3.2.3 Assess the legal requirements around procurement and contracting and how to comply with these</p> <p>3.3.1 Assess the commercial context that own organisation operates within</p> <p>3.4.1 Identify how a budget can be produced taking into account financial constraints and achievement of targets, legal requirements and accounting conventions</p> <p>3.4.2 Demonstrate competent management of a budget ensuring control over expenditure in accordance with targets</p> <p>3.4.2 Access financial data, assess its validity and produce clear financial reports that analyse data and draw conclusions.</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has an understanding of financial management, is able to apply this and analyse financial data and draw conclusions.</p> <p>Work-based project will include financial considerations as appropriate.</p> <p>Interview will test knowledge and understanding of business finance and how this has been effectively utilised by the candidate.</p>
<p><b>4. Sales and Marketing</b> <b>Knowledge – know and understand:</b></p> <p>4.1 How to create marketing and sales strategies.</p>	<p>4.1.1 Evaluate sales and marketing theories to inform strategy</p>	

<p>4.2 How to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market.</p> <p>4.3 The need for innovation in product and service design.</p> <p><b>Skills – be able to:</b></p> <p>4.4 Use customer insight and analysis of data to determine and drive customer service outcomes and improve customer relationships.</p> <p>4.5 Use creative approaches to developing solutions to meet customer need.</p>	<p>4.1.2 Assess methods for setting sales and marketing objectives</p> <p>4.1.3 Explain methods for applying and monitoring the implementation of a sales and marketing plan</p> <p>4.2.1 Critically evaluate types of market segmentation and apply to own organisations customer base</p> <p>4.2.2 Analyse segments in relation to own organisation and propose a strategy to assist targeting</p> <p>4.3.1 Explain the importance of innovation in product and design</p> <p>4.3.2 Analyse approaches to innovation employed by own organisation making recommendations as appropriate</p> <p>4.4.1 Analyse sources of information for customer insight and data</p> <p>4.4.2 Demonstrate use of customer insight and data to determine and drive customer service outcomes and improve customer relationships</p> <p>4.5.1 Demonstrate use of creative approaches in developing a range of solutions to meet customer needs and review the effectiveness of these.</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood sales and marketing theories and methods, and is able to analyse and use data to meet customer needs.</p> <p>Work-based project will consider sales and marketing as appropriate.</p> <p>Interview will test knowledge and understanding of sales and marketing and how the candidate has applied this to achieve beneficial results.</p>
<p><b>5 Digital business and new technologies</b></p> <p><b>Knowledge – know and understand:</b></p> <p>5.1 Approaches to innovation and digital technologies and their impact on organisations, and how their application can be used for organisational improvement and development.</p> <p>5.2 Innovation and digital technology’s impact on data and knowledge management for analysing business decision-making.</p>	<p>5.1.1 Critically evaluate the impact of innovation and digital technologies on organisations</p> <p>5.1.2 Evaluate the use of these for organisational development</p> <p>5.1.3 Review the use of innovation and digital technologies in own organisation and make recommendations for improvement</p> <p>5.2.1 Analyse the impact of innovation and digital technologies on data and knowledge management</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood the use of innovation and digital technologies and the use of data and knowledge management.</p>

<p><b>Skills – be able to:</b></p> <p>5.3 Identify service/ organisational improvements and opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others.</p>	<p>5.2.2 Demonstrate how this can be utilised for making business decisions</p> <p>5.3.1 Demonstrate the use of qualitative and quantitative analysis of information to identify service/ organisational improvements and opportunities for innovation and growth</p> <p>5.3.2 Analyse information and data to benchmark against others.</p>	<p>Work-based project will include innovation and digital technologies as appropriate.</p> <p>Interview will test knowledge and understanding of the application of innovation, digital technologies, data and knowledge management to business.</p>
<p><b>Interpersonal Excellence – leading people and developing collaborative relationships</b></p>		
<p><b>Learning outcome/ outcome required</b> <b>The candidate will:</b></p>	<p><b>Assessment criteria</b> <b>The candidate can:</b></p>	<p><b>Assessment methods</b></p>
<p><b>6 Communication</b></p> <p><b>Knowledge – know and understand:</b></p> <p>6.1 Different forms of communication (written, verbal non-verbal, digital) and how to apply them.</p> <p>6.2 How to maintain personal presence and present to large groups.</p> <p>6.3 Interpersonal skills awareness including effective listening, influencing techniques, negotiating and persuasion.</p> <p><b>Skills - be able to:</b></p> <p>6.4 Communicate clearly, effectively and regularly using oral, written and digital channels and platforms.</p> <p>6.5 Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate.</p> <p>6.6 Manage and chair meetings and clearly present actions and outcomes.</p>	<p>6.1.1 Evaluate different types of communication and the application of these analyse their strengths and weaknesses in different contexts</p> <p>6.2.1 Determine how to maintain personal presence</p> <p>6.2.2 Prepare and present successfully to large groups</p> <p>6.3.1 Analyse own interpersonal skills and take responsibility to further develop of these</p> <p>6.4.1 Show effective and appropriate use of all forms of communication</p> <p>6.5.1 Use active listening and open questioning to structure conversations and discussions and demonstrate the use of these to challenge others when appropriate</p> <p>6.6.1 Demonstrate confident and effective chairing of meetings including preparation and follow up</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate is able to use all forms of communication appropriately and effectively, and demonstrate high level interpersonal skills in a variety of contexts.</p> <p>Work-based project will be well structured and demonstrate good written presentation skills.</p> <p>Interview will review the candidate’s communication</p>

<p>6.7 Apply influencing and persuading skills, to the dynamics and politics of personal interactions.</p>	<p>6.7.1 Effectively apply influencing and persuading skills to the dynamics and politics of personal interactions.</p>	<p>style and their ability to influence and negotiate.</p>
<p><b>7 Leading People</b>  <b>Knowledge – know and understand:</b></p> <p>7.1 Different inclusive leadership styles and models, how to develop teams and support people using coaching and mentoring approaches.</p> <p>7.2 Organisational culture and diversity management.</p> <p><b>Skills – be able to:</b></p> <p>7.3 Articulate organisational purpose and values.</p> <p>7.4 Support the creation of an inclusive, high performance work culture.</p> <p>7.5 Enable others to achieve by developing and supporting them through coaching and mentoring.</p>	<p>7.1.1 Evaluate a range of leadership styles and models to include inclusive leadership</p> <p>7.1.2 Know own leadership style and how to adapt to situations</p> <p>7.1.3 Evaluate the use of coaching and mentoring approaches to supporting people and developing teams</p> <p>7.2.1 Evaluate types of organisational culture and how these are created</p> <p>7.2.2 Explain diversity management and review approach in own organisation</p> <p>7.3.1 Explain purpose and values and analyse how effectively these are communicated and articulated in own organisation</p> <p>7.4.1 Take actions that support the creation of an inclusive work culture</p> <p>7.4.2 Take actions that support the creation of an high performance work culture</p> <p>7.5.1 Enable others to achieve by developing and supporting them through coaching and mentoring.</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood the impact of leadership on culture and is able to lead and coach people.</p> <p>Work-based project will include leading people as appropriate.</p> <p>Interview will test knowledge and understanding of leadership and own leadership style, how this can be used to affect performance.</p>
<p><b>8-Managing People</b>  <b>Knowledge – know and understand:</b></p> <p>8.1 How to recruit, manage and develop people, using inclusive talent management approaches.</p>	<p>8.1.1 Explain recruitment strategies and review the effectiveness of own organisations strategy</p> <p>8.1.2 Examine inclusive talent management approaches and how this can be used to recruit, manage, and develop people</p> <p>8.1.3 Analyse the use of inclusive talent management within own organisation</p>	<p>Portfolio will include evidence obtained using a range of assessment methods that the candidate has understood and can apply inclusive approaches to recruitment and</p>

<p>8.2 How to use HR systems and processes to ensure legal requirements, health and safety, and well-being needs.</p> <p>8.3 How to set goals and manage performance.</p> <p><b>Skills – be able to:</b></p> <p>8.4 Build teams, empower and motivate others to improve performance or achieve outcomes.</p> <p>8.5 Delegate to others, provide clear guidance and monitor progress.</p> <p>8.6 Set goals and accountabilities.</p>	<p>8.2.1 Discuss the use of HR systems and processes to ensure legal requirements, health and safety, and well-being needs are met</p> <p>8.3.1 Critically evaluate goal setting theories and models</p> <p>8.3.2 Set realistic achievable goals for others, monitoring and managing progress towards these</p> <p>8.4.1 Demonstrate successful team building skills to significantly empower and motivate others</p> <p>8.5.1 Identify and delegate tasks to others, demonstrating the provision of clear guidance and the effective monitoring of progress to achieve positive results</p> <p>8.6.1 Set realistic goals for others and ensure accountability.</p>	<p>management to meet organisational needs.</p> <p>Work-based project will include managing people as appropriate</p> <p>Interview will test knowledge and understanding of people management.</p>
<p><b>9 Developing Collaborative Relationships</b></p> <p><b>Knowledge – know and understand:</b></p> <p>9.1 Approaches to stakeholder, customer and supplier management, developing engagement, facilitating cross functional working and negotiation.</p> <p>9.2 How to shape common purpose, as well as approaches to conflict management and dispute resolution.</p> <p><b>Skills – be able to:</b></p>	<p>9.1.1 Describe the principles of stakeholder, customer and supplier engagement and management</p> <p>9.1.2 Analyse stakeholder, customer and supplier engagement and management in own organisation and identify strategies for improvement</p> <p>9.1.3 Explain the benefits and challenges of cross-functional working and apply this method of working to deliver positive results</p> <p>9.1.4 Evaluate negotiation strategies and practice these</p> <p>9.2.1 Explain methods for shaping common purpose</p> <p>9.2.2 Evaluate models of conflict management and resolution and successfully apply these</p> <p>9.3.1 Develop and maintain networks and relationships</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate has understood collaborative relationships and has put these into practice.</p> <p>Work-based project will include collaborative relationships as appropriate.</p> <p>Interview will test knowledge and understanding of developing and sustaining collaborative relationships.</p>



<p>9.3 Build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels.</p> <p>9.4 Contribute within a team environment.</p> <p>9.5 Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback.</p> <p>9.6 Work collaboratively with internal and external customers and suppliers.</p>	<p>9.3.2 Build rapport and trust, demonstrating how this takes place with all people including those from different cultures, backgrounds and levels</p> <p>9.4.1 Demonstrate useful contributions to a team environment</p> <p>9.5.1 Demonstrate effective negotiation and influencing skills</p> <p>9.5.2 Manage difficult conversations and give constructive feedback</p> <p>9.6.1 Demonstrate collaborative working with internal customers</p> <p>9.6.2 Demonstrate collaborative working with external customers and suppliers.</p>	
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**Personal Effectiveness – managing self**

<b>Learning outcome/ outcome required</b> <b>The candidate will:</b>	<b>Assessment criteria</b> <b>The candidate can:</b>	<b>Assessment methods</b>
<p><b>10 Awareness of self and others</b></p> <p><b>Knowledge – know and understand</b></p> <p>10.1 How to be self-aware and recognise different learning styles.</p> <p>10.2 How to use emotional and social intelligence, and active listening and open questioning to work effectively with others.</p> <p><b>Skills – be able to:</b></p> <p>10.3 Reflect on own performance, identifying and acting on learning and development needs.</p> <p>10.4 Understand impact on others.</p>	<p>10.1.1 Evaluate theories of learning styles and apply to self and others</p> <p>10.2.1 Evaluate models of emotional intelligence and their use in the workplace</p> <p>10.2.2 Evaluate the concept of social intelligence and its use in the workplace</p> <p>10.2.3 Explain the importance of active listening and open questioning and demonstrate their uses in working with others</p> <p>10.3.1 Analyse own performance, identifying learning and development needs</p> <p>10.3.2 Devise and implement strategies to address learning and development needs</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate is aware of self and others has plans for self-development that will enhance impact.</p> <p>Work-based project will demonstrate effective management of self as appropriate.</p> <p>Interview will test the candidate’s self-awareness, impact upon others, and</p>

<p>10.5 Manage stress and personal well-being, being confident in knowing core values and drivers.</p>	<p>10.4.1 Explain factors that influence impact on others, both positive and negative, and demonstrate a positive impact on others</p> <p>10.5.1 Determine and apply stress management techniques in the workplace to ensure personal well-being</p> <p>10.5.2 Demonstrate confidence in knowledge of core values and reflect these in own performance.</p>	<p>strategies for development of self.</p>
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<p><b>11 Management of Self</b> <b>Knowledge – know and understand</b></p> <p>11.1 How to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes.</p> <p><b>Skills – be able to:</b></p> <p>11.2 Create personal development plan, and use widely recognised tools and techniques to ensure the management of time and pressure effectively, and prioritisation and strategic alignment of activities.</p>	<p>11.1.1 Assess a broad range of techniques for managing time 11.1.2 Review own time management skills and create and implement strategies to improve 11.1.3 Evaluate goal setting theories and models 11.1.4 Set achievable goals/ objectives for self and monitor progress towards these 11.2.1 Demonstrate use of time management techniques and tools 11.2.2 Effectively manage own workload to achieve objectives 11.2.3 Align personal development objectives to the organisational strategy 11.2.4 Demonstrate on-going commitment to personal development.</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show that the candidate can effectively manage self and demonstrated plans for self-improvement.</p> <p>Work-based project will demonstrate effective management of self to complete this.</p> <p>Interview will test the candidate’s management of self including self development, and plans to maintain on-going CPD.</p>
<p><b>12 Decision Making</b> <b>Knowledge – know and understand</b></p> <p>12.1 How to undertake research, data analysis, problem solving and decision-making techniques.</p>	<p>12.1.1 Critically evaluate research methods and the types of data generated 12.1.2 Analyse complex data and draw sensible conclusions</p>	<p>Portfolio will include evidence obtained using a range of assessment methods to show</p>
<p>12.2 The values, ethics and governance of your organisation.</p> <p><b>Skills – be able to:</b></p> <p>12.3 Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making.</p>	<p>12.1.3 Evaluate and apply problem solving techniques 12.1.4 Evaluate and apply decision making techniques 12.2.1 Describe and evaluate the values and ethics of your organisation 12.2.2 Review the impact of the governance of your organisation in terms of the decision making process 12.3.1 Demonstrate the use of evidence based tools to solve problems 12.3.2 Demonstrate the consistent use of critical analysis, synthesis and evaluation to support decision making 12.3.3 Use ethical approaches in problem solving and decision making.</p>	<p>that the candidate is able to use strategies to solve problems and make decisions.</p> <p>Work-based project problem demonstrates factors affecting problem solving and decision making as appropriate.</p> <p>Interview will test knowledge and understanding of decision making and how the candidate utilises information to inform this.</p>

Behaviours required (developed and exhibited in the workplace)		Assessment methods
<p><b>Takes responsibility</b></p> <ul style="list-style-type: none"> <li>• Drive to achieve in all aspects of work</li> <li>• Demonstrates resilience and determination when managing difficult situations</li> <li>• Seeks new opportunities underpinned by commercial acumen and sound judgement.</li> </ul>		<p>Portfolio will include evidence obtained using a range of assessment methods 360 degree feedback from others to show that the candidate has demonstrated these behaviours</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours</p>
<p><b>Inclusive</b></p> <ul style="list-style-type: none"> <li>• Open, approachable, authentic, and able to build trust with others</li> </ul>		<p>Portfolio will include evidence obtained using a range of assessment methods including 360 degree feedback from others to show that the</p>

<ul style="list-style-type: none"> <li>Seeks the views of others and values diversity internally and externally.</li> </ul>		<p>candidate has demonstrated these behaviours</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours</p>
<p><b>Agile</b></p>		<p>Portfolio will include evidence obtained using a range of assessment methods including 360 degree feedback from others to show that the candidate has demonstrated these behaviours</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours</p>
<p><b>Professionalism</b></p>		<p>e evidence</p>
<ul style="list-style-type: none"> <li>Sets an example, and is ethical, fair, consistent and impartial</li> <li>Operates within organisational values and adheres to the CMI's Professional Code of Conduct and Practice. (<a href="http://www.managers.org.uk/policies/code-of-conduct-and-practice">http://www.managers.org.uk/policies/code-of-conduct-and-practice</a>).</li> </ul>		<p>obtained using a range of assessment methods including 360 degree feedback from others to show that the candidate has demonstrated these behaviours</p> <p>Interview may scrutinise and require examples of when and how the candidate demonstrates these behaviours</p>