

## MEMO

From DCO Trg  
Date 13 August 2013

To \_\_\_\_\_  
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**Squadron Commanders' Course**  
**and**  
**SNCO Staff Drill Instructors' Course**  
**Organized by Air Training Corps, UK**

I refer to the memo of the same subject on 5 June and 24 July 2013.

This memo serves to update the details of the course including its equivalency. The Squadron Commanders' Course is recognized as part of the Institute of Leadership and Management vocational qualification (reference at attached). Please submit your application to OC FDT Flt by **20 August 2013**.

	<b>Squadron Commanders' Course</b>	<b>SNCO Staff Drill Instructors' Course</b>
Date	26-30 August 2013	26-30 August 2013
Time (Tentative)	0900-1700 hrs.	0900-1700 hrs.
Venue	CAS Headquarters	CAS Headquarters
Requirement	<ul style="list-style-type: none"><li>- Commissioned Officers from Ag Plt Off to Sqn Ldr, or</li><li>- Hon Off are also welcomed (Priority is given to commissioned officers who are involved in squadron/wing management)</li></ul>	<ul style="list-style-type: none"><li>- Adult Members (Instr, Sgt Instr, WO or Commissioned Officer), or</li><li>- Cadet Members holding the rank of Cpl or above, and</li><li>- Passed the Footdrill Instructor Training Course, or equivalent (Priority is given to serving drill instructors)</li></ul>
Class size	20	20
Tuition Fee	HK\$300	HK\$300

Dress Code	No 2A SD (30 Aug) and No 2B SD (26 to 29 Aug)	No 2A SD (30 Aug) and No 2B SD (26 to 29 Aug)
Tentative Content	<ul style="list-style-type: none"> <li>- Duty of Squadron Commander</li> <li>- Line Management</li> <li>- Interview Technique</li> <li>- Footdrill</li> <li>- Child Protection</li> <li>- Roles and Responsibility of SNCOs</li> <li>- Defence Writing</li> <li>- Recruitment and Selection Process</li> <li>-Syndicate Project Presentations</li> <li>- Media Communications</li> <li>- Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>- Arms Drill</li> <li>- Pace Stick Drill</li> <li>- Sword Drill</li> <li>- Health and Safety</li> <li>- Risk Assessment</li> </ul>
Equivalency	<p>Members completed this course shall be equivalent to:</p> <ul style="list-style-type: none"> <li>- Officer Command Course organized by HKACC; and</li> <li>- Institute of Leadership and Management Level 4 Vocational Qualification (subject to registration with the institute through VQU)</li> </ul>	<p>Members completed this course may apply for skill assessment of related drill training courses and attain the qualification (Arrangement of the skill assessment will be announced later)</p>

2. If you need more information, please feel free to contact me.

( Signed )  
( Bruce C H Lee )  
for DCO Trg

cc. OC VQU

**APPLICATION FORM**

**Squadron Commanders' Course**  
**and**  
**SNCO Staff Drill Instructors' Course**  
**Organized by Air Training Corps, UK**

Name

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Rank

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Unit

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Telephone

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Email

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Qualification

- Footdrill Instructor Training Course organized by HKACC
- Drill Instructor Course organized by ATC
- Others (please specify):

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Applicant's  
Signature

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Major Unit  
Commander's  
Signature

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\* Please submit to OC FDT Flt and HQ  
(mail: [piper7738@yahoo.com.hk](mailto:piper7738@yahoo.com.hk) and [hq@aircadets.org.hk](mailto:hq@aircadets.org.hk))  
by **20 August 2013**

8605

# ILM Level 4 Qualifications in Leadership and Management



## Who are these qualifications for?

The Level 4 Award, Certificate or Diploma in Leadership and Management is designed for new and aspiring middle managers. These qualifications help learners to really get to grips with their role, gain comprehensive business knowledge, and develop the technical skills they need to lead effectively at this level.

## Benefits for individuals

- ▶ Consolidate your management skills and experience
- ▶ Build knowledge of specialist business areas such as finance and marketing
- ▶ Develop the capabilities and personal awareness you need to be a leader
- ▶ Accredite your experience with a nationally recognised qualification.

## Benefits for employers

- ▶ Middle managers with an advanced understanding of their role and function in your organisation

- ▶ Managers who can assess and improve their own leadership styles and behaviours
- ▶ Flexible choice of units – customise this qualification to close skills gaps in your organisation.

Each unit in this qualification focuses on a specific set of skills and knowledge in six broad areas – working with people, managing yourself and personal skills, providing direction, facilitating innovation and change, achieving results, and using resources. Employers can work with learners to find the units that best fit individual and organisational requirements.

## Progression

This qualification will provide progression opportunities to other qualifications such as:

- ▶ ILM Level 4 Certificate, Diploma or Extended Diploma in Leadership and Management
- ▶ ILM Level 5 Award or Certificate in Leadership and Management.

## Qualification overview

Qualification title	Credit value	Structure
<b>Level 4 Award in Leadership and Management</b>	Minimum 5 credits Maximum 12 credits	<ul style="list-style-type: none"> <li>▶ Two hour induction</li> <li>▶ At least two hours tutorial support</li> <li>▶ Minimum of two units from Group 1, which contains Level 4 units*</li> <li>▶ All units must be taken from Group 1</li> </ul>
<b>Level 4 Certificate in Leadership and Management</b>	Minimum 13 credits Maximum 36 credits	<ul style="list-style-type: none"> <li>▶ Two hour induction</li> <li>▶ At least two hours tutorial support</li> <li>▶ Choice of optional units from Groups 1 and 2, where Group 1 contains Level 4 units and Group 2 contains units at Levels 3 and 5*</li> <li>▶ Maximum of 6 credits from Group 2</li> </ul>
<b>Level 4 Diploma in Leadership and Management</b>	37 credits	<ul style="list-style-type: none"> <li>▶ Three hour induction</li> <li>▶ At least four hours tutorial support</li> <li>▶ Choice of optional units from Groups 1 and 2, where Group 1 contains Level 4 units and Group 2 contains units at Levels 3 and 5*</li> <li>▶ Maximum of 18 credits from Group 2</li> </ul>

\*Refer to table overleaf for unit details

## Rules of combination

### Award

- ▶ Minimum 5 credits, maximum 12 credits
- ▶ Minimum of two units from Group 1
- ▶ All units must be taken from Group 1

### Certificate

- ▶ Minimum 13 credits, maximum 36 credits
- ▶ Choice of units from Groups 1 and 2
- ▶ Maximum of 6 credits from Group 2

### Diploma

- ▶ Total credit value of 37
- ▶ Choice of units from Groups 1 and 2
- ▶ Maximum of 18 credits from Group 2

## Overview of units

### Group 1

Reference	Unit title	Level	CV*	GLH**
8605-400	Understanding the Management Role to Improve Management Performance	4	4	15
8605-401	Planning and Leading a Complex Team Activity	4	4	6
8605-402	Managing Equality and Diversity in Own Area	4	4	12
8605-403	Managing Risk in the Workplace	4	3	6
8605-404	Delegating Authority in the Workplace	4	3	3
8605-405	Developing People in the Workplace	4	5	21
8605-406	Developing Your Leadership Styles	4	4	10
8605-407	Understanding Financial Management	4	3	12
8605-408	Management Communication	4	4	18
8605-409	Managing Personal Development ( <i>Diploma only</i> )	4	15	6
8605-410	Managing the Analysis of Secondary Data	4	4	15
8605-411	Managing a Healthy and Safe Environment	4	2	9
8605-412	Managing Meetings	4	3	15
8605-413	Managing Marketing Activities	4	3	15
8605-414	Data Collection and Analysis to Justify Management Decision Making	4	2	10
8605-415	Motivating People in the Workplace	4	2	6
8605-416	Solving Problems by Making Effective Decisions in the Workplace	4	3	14
8605-417	Managing and Implementing Change in the Workplace	4	6	24
8605-418	Understanding the Organisational Culture and Context	4	6	25
8605-419	Understanding Work in Contemporary Society	4	3	8
8605-420	Budgetary Planning and Control	4	3	6
8605-421	Interpreting Financial Statements to Assess Organisational Performance Using Financial Ratios	4	3	6
8605-422	Understanding the Importance of Marketing for an Organisation	4	4	6
8605-423	Using Quantitative Methods to Solve Management Problems	4	6	10
8605-424	Understanding the Economics of the Marketplace	4	6	10
8605-425	Developing Individual Mental Toughness	4	2	5
8605-426	Understanding the Macro Economic Environment	4	7	25
8605-427	Developing a Culture to Support Innovation and Improvement	4	3	12

\*Credit value. \*\*Guided learning hours.

## Group 2

Reference	Unit title	Level	CV*	GLH**
8605-300	Solving Problems and Making Decisions	3	2	9
8605-301	Understanding Innovation and Change in an Organisation	3	2	9
8605-302	Planning Change in the Workplace	3	2	9
8605-303	Planning and Allocating Work	3	2	9
8605-304	Writing for Business	3	1	4
8605-305	Contributing to Innovation and Creativity in the Workplace	3	2	9
8605-306	Understanding Customer Service Standards and Requirements	3	2	7
8605-307	Giving Briefings and Making Presentations	3	2	4
8605-308	Understanding Leadership	3	2	6
8605-309	Understand How to Establish an Effective Team	3	1	5
8605-310	Understanding How to Motivate to Improve Performance	3	2	9
8605-311	Developing Yourself and Others	3	2	9
8605-312	Understanding Conflict Management in the Workplace	3	1	4
8605-313	Understanding Stress Management in the Workplace	3	1	7
8605-314	Understanding Discipline in the Workplace	3	1	5
8605-315	Understanding Recruitment and Selection of New Staff in the Workplace	3	2	7
8605-316	Understanding the Induction of New Staff in the Workplace	3	1	3
8605-317	Understanding Training and Coaching in the Workplace	3	2	7
8605-318	Understanding Quality Management in the Workplace	3	2	6
8605-319	Understanding Organising and Delegating in the Workplace	3	1	4
8605-320	Managing Workplace Projects	3	2	7
8605-321	Understanding Health and Safety in the Workplace	3	2	7
8605-322	Understand the Organisation and its Context	3	2	7
8605-323	Understanding Performance Management	3	2	7
8605-324	Understand Costs and Budgets in an Organisation	3	1	7
8605-325	Understand How to Manage the Efficient Use of Materials and Equipment	3	2	7
8605-326	Understanding the Communication Process in the Workplace	3	2	7
8605-327	Understanding Negotiation and Networking in the Workplace	3	1	6
8605-328	Understand How to Lead Effective Meetings	3	2	4
8605-329	Understanding Workplace Information Systems	3	1	6
8605-330	Understanding Marketing for Managers	3	1	4
8605-331	Understanding Support Services Operations in an Organisation	3	3	7
8605-332	Understanding Sustainability and Environmental Issues in an Organisation	3	3	10
8605-333	Understanding Procurement and Supplier Management in the Workplace	3	2	7
8605-334	Understanding and Developing Relationships in the Workplace	3	2	8
8605-335	Understand How to Manage Contracts and Contractors in the Workplace	3	2	8
8605-336	Understanding Incident Management and Disaster Recovery in the Workplace	3	2	7
8605-337	Understanding Security Measures in the Workplace	3	2	7
8605-338	Understanding How to Manage Remote Workers	3	2	7
8605-339	Understanding Good Practice in Workplace Coaching	3	3	9
8605-340	Understanding Good Practice in Workplace Mentoring	3	3	9
8605-341	Leading and Motivating a Team Effectively	3	2	7
8605-501	Managing Improvement	5	3	8
8605-502	Making a Financial Case	5	3	14

## Group 2 continued

Reference	Unit title	Level	CV*	GLH**
8605-503	Developing Critical Thinking	5	4	18
8605-504	Leading Innovation and Change	5	5	24
8605-505	Managing Individual Development	5	4	18
8605-506	Managing Stress and Conflict in the Organisation	5	3	8
8605-507	Understanding the Organisational Environment	5	5	24
8605-508	Understanding Organisational Culture and Ethics	5	3	12
8605-509	Managing Customer Relations	5	3	10
8605-510	Managing for Efficiency and Effectiveness	5	4	18
8605-511	Managing Projects in the Organisation	5	4	18
8605-512	Managing Resources	5	4	12
8605-513	Managing Information	5	4	12
8605-514	Managing Recruitment	5	5	24
8605-515	Managing Work Analysis	5	3	12
8605-516	Analysing and Interpreting Statistics to Inform Management Decisions	5	2	10
8605-517	Understanding the Management of Facilities	5	2	9
8605-518	Making Professional Presentations	5	2	9
8605-519	Developing and Leading Teams to Achieve Organisational Goals and Objectives	5	4	18
8605-520	Assessing Your Own Leadership Capability and Performance	5	6	15
8605-521	Managing Own Continuing Professional Development ( <i>Diploma only</i> )	5	15	20
8605-522	Becoming an Effective Leader	5	5	9
8605-525	Improving and Maintaining the Organisation's Environmental Performance	5	5	14
8605-526	Managing Remote Workers	5	5	12
8605-527	Partnership Working	5	4	10
8605-528	Understanding Governance of Organisations	5	6	18
8605-529	Knowledge and Information Management	5	5	14
8605-530	Understanding the Skills, Principles and Practice of Effective Management Coaching and Mentoring	5	5	18

### Learning resources

There is a range of materials available to support ILM qualifications, for full details browse online at [www.i-l-m.com/shop](http://www.i-l-m.com/shop)

### ILM membership

ILM membership brings access to a wide range of online resources, news and information that have been specially selected to support management learning and development. It's the ideal way to help learners get the most from their ILM programme and support their management career. Visit [www.i-l-m.com/members](http://www.i-l-m.com/members) for more information.

### Our ethos

Our qualifications combine innovative design with a strong focus on workplace performance, we believe this delivers well-rounded managers with a proven ability to perform to the required standards.

### Contact ILM

The ILM Customer Service Team is dedicated to providing the very best in customer care. If you need guidance on any aspect of leadership and management development, whether at an individual or organisational level, contact ILM.

**T 01543 266867**

**E [enquiries@i-l-m.com](mailto:enquiries@i-l-m.com)**