



Level 3 Business Administrator & CMI Level 3 Certificate: First Line Management and Leadership

This programme has been designed to develop well-rounded, confident and capable business professionals who can effectively manage administrative and service delivery responsibilities whilst building their leadership and project management capabilities.



What can a learner expect?

This apprenticeship combines practical workplace learning with nationally recognised management and leadership development.

It equips apprentices with the knowledge, skills, and behaviours needed to perform effectively in administrative and business support roles whilst developing their future leadership potential.

- Explore leadership concepts and management practices that support progression into supervisory and team-leading roles
- Improve your communication and stakeholder management skills.
- Develop a better understanding of managing priorities, deadlines and resources.
- Enhance your problem solving, analytical and decision making capabilities.
- Produce better MI and become more confident with data handling, analysis and reporting.
- Refine and develop new business processes and embed continuous improvement.
- Increase your confidence, workplace and personal effectiveness.



What can an employer expect?

Increased understanding, awareness and emotional intelligence.

Learners who are stimulated to become better at what they want to do.

Assurance that your people are properly equipped

With the skills, knowledge and understanding they need to achieve the objectives and outcomes the business expects.

Employees who are motivated to drive continuous improvement and support the delivery of safe, efficient and person centred services.

Helping to create / further embed a leadership and coaching culture

Where people demonstrate their commitment to supporting their own and others' development and performance improvement.



Key benefits for the learner

Monthly activities: workshops, tutorials and 121 coaching and professional discussions with an experienced and qualified tutor/coach. Learners can share experiences, past and present and learn through the lived commercial experience and knowledge base of the tutor.

Help you to develop the skills needed to lead and manage individuals and teams.

Develop a broader knowledge of skills to help you to be more effective in your role and in specific management situations.

Help you to deliver aims and objectives in line with wider team, department and business objectives.

Improve your ability to support and influence others and improve your employability and career progression opportunities.

Raise your profile in your own organisation and make a greater contribution



Why this programme?



- Practical - A level/further education e.g. BTEC, HNC level - programme undertaken vocationally.
- Develops the skills needed to manage your workload more effectively and begin taking on (more) management responsibilities.
- Managing yourself – planning, prioritisation, time management, and organising work, meetings and logistics.
- Stepping up into management responsibilities – building relationships, stakeholder engagement, influencing, coaching and supporting others.
- Building personal resilience to cope in times of crisis or when making difficult decisions.
- Apply new knowledge and skills directly to workplace tasks and undertake a short business project. You and your employer will see tangible benefits throughout the programme rather than waiting until completion.



Level 3 Business Administrator duties



The apprenticeship standard expects business administrators to be able to:

- Manage relationships with stakeholders, customers, and suppliers.
- Produce accurate records, reports, and business documents.
- Use IT systems and digital technologies effectively.
- Plan and organise work and resources.
- Support project management activities.
- Review business processes and suggest improvements.
- Handle invoices, purchase orders, payments, or customer data where relevant.
- Apply problem-solving and decision-making skills.
- Coach or support colleagues where appropriate.
- Demonstrate professionalism, integrity, adaptability, and personal responsibility



The duties are underpinned by a range of KSBs



Knowledge

- K1** Organisation, purpose, values and external environment.
- K2** Organisation structure and role within it.
- K3** Stakeholder management.
- K4** Laws and regulations (GDPR, H&S, compliance).
- K5** Internal policies and procedures.
- K6** Business principles (change, finance, projects).
- K7** Business processes and continuous improvement.
- K8** External factors affecting the organisation.

Skills

- S1** IT systems and software.
- S2** Producing accurate records and documents.
- S3** Decision-making and problem-solving.
- S4** Building relationships and influencing.
- S5** Communication.
- S6** Quality and continuous improvement.
- S7** Planning and organisation.
- S8** Project management support.

Behaviours

- B1** Professionalism.
- B2** Integrity, reliability and positive attitude.
- B3** Responsibility, initiative and resilience.
- B4** Adaptability to changing priorities.
- B5** Ownership of quality, projects and supporting others.

Outcomes

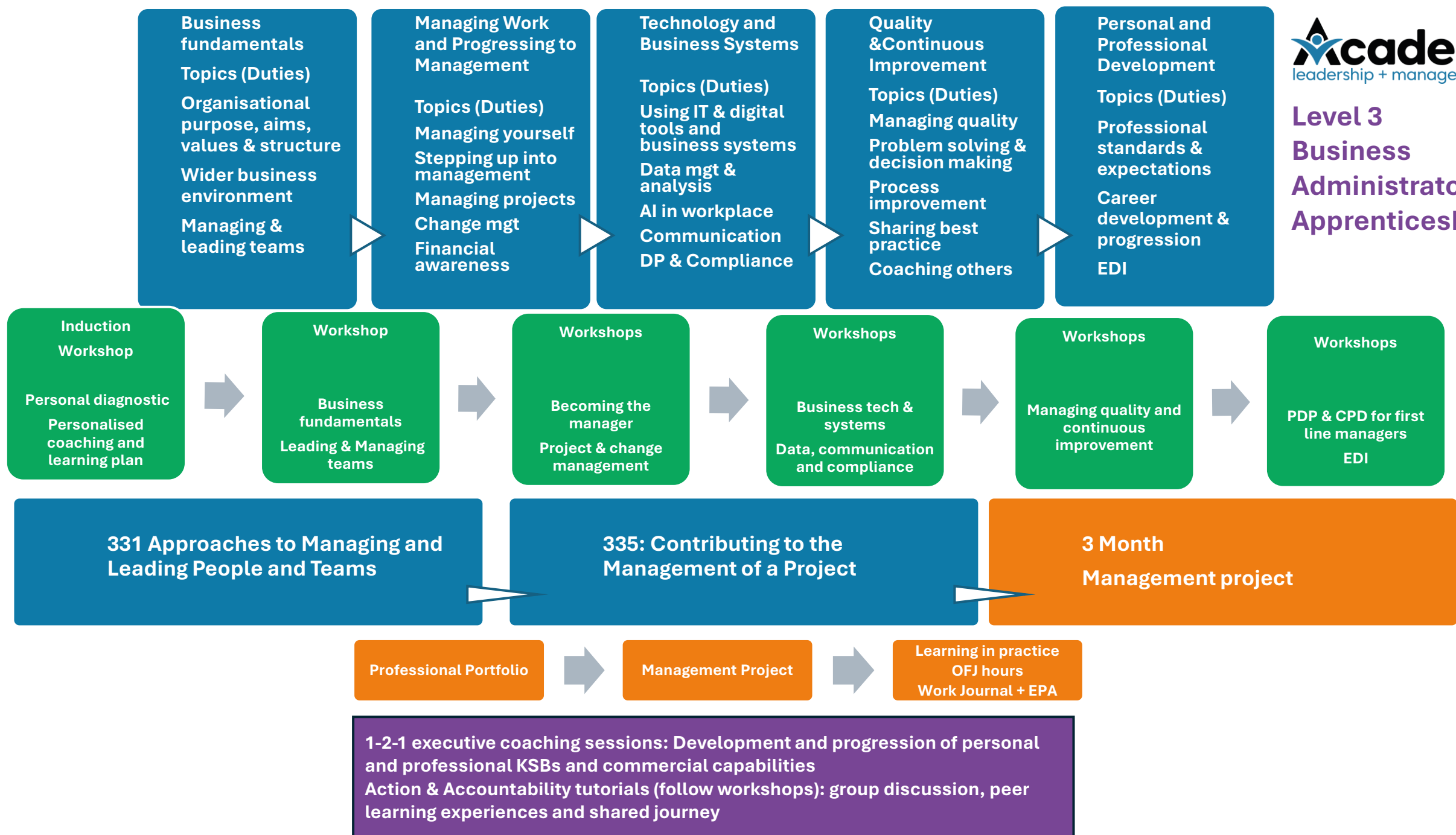
Portfolio-based Interview (30-45mins)

Project Presentation and Q&A (15-30mins)

The Work-based Project begins 3 months before Gateway (end of the practical learning programme). The apprentice produces a Presentation on a project they've completed or process they've improved, including scoping, planning, managing, communicating to stakeholders, and monitoring and reporting results.

Multiple Choice Question Knowledge Test (60 mins)

Level 3 Business Administrator Apprenticeship



The learning process



- Workshops groups face to face (full day)
- Action and Accountability group tutorials online (2 hours)
- Executive Coaching 1-2-1 online (1 hour)
- L3 BA Duty Workbooks and Journals online/pdf; journal entry per duty
- CMI Thrive - membership online
- CMI Assignments x 2 written assignments (c1500 words)
 1. Approaches to managing & leading teams
 2. Contributing to the management of a project

The learning process



- Management project workplace project, 12 weeks whilst on programme.
- End Point Assessment Project & presentation/Q&A; Knowledge test (multi-choice)
Portfolio of evidence and professional discussion
- Off the job hours 350 hours over 13 months – regular timesheets c6 hours per week: learning, researching, managing, creating and embedding your learning. 3 months EPA
- Tripartite reviews and KSB skill scan You, your coach and your line manager
Assess your performance against KSBs/Duties as you progress through the programme.
- Systems Moodle – learning and resource
Maytas – managing your learning, tasks, activities, events and interactions with your tutors and coaches

Learning Journey and Programme Management L3 BA (Maytas)



Summary Mappings Details Visits IQA Files Journal Messages Skill Scan Showcase Learner Journey Data Queue Off The Job Training Personal Learning Record EPA / Gateway (e-track) Application Form More ▾

Learning Journey

Add Item

^ April 2025

	Induction on 08/04/2025	Overdue ●
	L5-OPS - Module 0 - Induction - Policies and Procedures on 22/04/2025	Overdue ●
	L5-OPS - Module 0 - Induction - CMI Management Diagnostic on 22/04/2025	Overdue ●
	L5-OPS - Module 0 - Induction - Online Reading on 29/04/2025	Outstanding ●

^ May 2025

	1-1 Coaching Session on 01/05/2025	Outstanding ●
	1-1 Coaching Session on 27/05/2025	Outstanding ●
	L5-OPS - Module 1 - Read Module Overview on 27/05/2025	Outstanding ●

^ June 2025

	L5-OPS - Module 1 - Duty 1 - Workbook on 17/06/2025	Outstanding ●
	L5-OPS - Module 1 - Duty 1 - Learning Journal on 17/06/2025	Outstanding ●
	L5-OPS - Module 1 - Duty 1 - Learning Journal Upload on 17/06/2025	Outstanding ●
	L5 Operations Manager on 19/06/2025	Outstanding ●

The learning : Moodle, workbooks and CMI Thrive



Welcome Programme Introduction Apprenticeship Information Your Assessment Programme Support **Module 1** Module 2 Module 3

Module 4

Module 1 Duties Portfolio Duty 1 Workbook Duty 3 Workbook **Duty 10 Workbook** Module 1 Learning Journal Upload

☐ Duty 10 Workbook



Duty 10 Workbook Equality, Diversity and Inclusion

As part of your learning, we have provided you with a workbook, through which you should work, and Learning Journal alongside it.



Level 5 Operations
Manager
Apprenticeship

Products, Resources and
Sustainability
Duty 11 Workbook –
Sustainability

Contents

- 1 **About this workbook**
- 2 **Introduction to the Module**
 - How to use the workbook
 - Structure
 - Timings
 - Planning your work
 - Preparing for assessment
- 3 **Skill 10 - Deliver Sustainable Services and Solutions**
 - Rubric
 - Topics
 - Journal Entry
 - Conclusion
- 4 **Knowledge 8 - Organisational Improvements**
 - Rubric
 - Topics
 - Journal Entry
 - Conclusion
- 5 **Knowledge 12 - Problem Solving and Decision Making**
 - Rubric
 - Topics
 - Journal Entry
 - Conclusion

Learning Journey: Unit 302 Key Resources 4h 30m

Learning Journey Contents

This menu lists all of the resources included in your learning journey - click on each one to load them or click the ⓘ button to get help on using the learning journey player.

Introduction	5 mins
Aims of Unit	5 mins
Learning Outcome 1	5 mins
Model - Belbin's team roles	5 mins
Model - Mangerison McCann team wheel	5 mins
Model - Mangerison McCann team management wheel	5 mins
Inclusive Leadership	5 mins
Make This Shift to Leverage Your Team	5 mins
Model - Lencioni's five dysfunctions of a team	5 mins
Learning Outcome 2	5 mins

Unit 302 Key Resources

To begin your learning journey click view and use the right and left arrows to work through the content items. Alternatively, open menu top left to select and view content items. The amount of time each item should take to complete is shown against them and the whole learning journey should take 4 hours and 30 minutes to complete.

YOUR PROGRESS:

26%

Continue Learning Journey ⓘ

What is a Learning Journey

Learning Journeys are collections of content items from ManagementDirect that have been put together to provide a focused learning experience on a particular topic. Think of them as "play-lists" or "mini-courses".

Using the contents menu

The contents menu shows all of the available resources included in this learning journey and you can click each one to open them. You can hide and show the menu using the ☰ button in the title bar if you want to give your content more screen space at any time.

Tracking your progress

As well as linking you to your learning resources the menu on the left will help you track your progress through this learning journey. As you complete each resource the menu will update to indicate which have been completed and which are outstanding.

Closing this learning journey

You can close this learning journey at any time using the ✕ button in the top right of the title bar.

Executive coaches, tutors and workshop facilitators.

Maria McGrath is an experienced Learning and Development Professional. She joined the Academy in 2024 as an Executive Coach and Senior tutor and she leads a number of leadership and management and coaching development programmes for clients. She has significant experience across a number of different sectors including leisure and hospitality, facilities management and the charitable sector where she has worked at a senior level in HR, organisational development and training. She is a Fellow Member of the Institute of Leadership and Management (FInstLM) and Chartered Member of the Chartered Institute of Personnel & Development (MCIPD).



With over 12 years of experience across the UK and the Middle East, **Amber Keats** is dedicated educator and leader committed to helping people unlock careers they once thought were out of reach. As a Programme Lead and Executive Coach at the Academy, she leverages her expertise and experience to empower the next generation of professionals. Originally from Plymouth, Amber's career has been an adventure, from a two-year stint living and working in Oman, teaching computer science to international students, to her current base in Manchester, where she has worked with multiple training providers. An all rounder, having taught at every level, from secondary schools and Further Education (FE) to high-impact digital skills bootcamps and L3 and L5 apprenticeships.



Jane Walter is a proven committed and dynamic teacher who has worked across all primary age phases as well as achieving success as Assistant/Deputy Head, Key Stage Coordinator, SENCO and Safeguarding Officer. More recently she has been delivering L3 Team Leader and Level 5 Operations manager apprenticeships for local government, health, charities and SMEs.



Onboarding - Apprenticeships

Internal application and selection

**Stage 0 – Employers DAS set-up –
learners/cohorts**

Stage 1 – Application form (Maytas LMS)

**Stage 2 – Eligibility Assessment and Level 3
Business Administrator Skill Scan – KSB rating**

**Stage 3 – Recognition of any Prior Learning and
Experience – funding / time on programme**

**Stage 4 – Apprenticeship Agreement and Training
Plan**

**Stage 5 – Attend induction session and Systems
training session (Moodle, Maytas, CMI)**



Who is it for?

The Level 3 Business Administrator apprenticeship has been designed to develop the knowledge, skills and behaviours required for effective performance in administrative and operational roles, while supporting progression towards management responsibilities.

The programme provides learners with a comprehensive understanding of how organisations operate within a wider business environment, alongside the practical capability to apply this knowledge in the workplace. Learners will develop core competencies in communication, planning, problem solving, project delivery and the use of digital systems, ensuring they can contribute effectively to organisational performance.

Through a combination of structured learning, workplace application and ongoing professional development, the programme equips learners to add value within their role, support team and organisational objectives, and progress with confidence into more senior or management positions.

How can the programme link to qualifications?

Successful completion of the programme leads to the award of the Level 3 Operation or Departmental Manager Apprenticeship Standard. It is also possible for learners to gain a CMI Level 3 Certificate First Line Management & Leadership.

Duration

13 months programme and 3 months End Point Assessment. 16 months in total.

Attendance Method

Group workshops, virtual tutorials and 1-2-1 executive coaching sessions and tutor support.

How is the programme structured?

The course is delivered through a blended approach, incorporating workshops, online learning, individual coaching, work based learning, workbooks, reflective learning journals and CMI assessments, as well as regular line manager reviews.

Learners meet regularly with their tutor 1-2-1 and/or in group workshops and tutorials and are supported in their journey by a dedicated Learner Manager.

Programme structure – 13-16 months

Groups: Workshops (x 5 full day or x 10 half day) and Action and accountability tutorials and 1-2-1 coaching sessions

Independent study & self directed learning – reading: Duty workbooks, CMI Thrive learning journey, writing reflective journals, CMI assignments, attending leadership and management events

Off the Job hours

Learners will also complete a monthly learning journal or work diary, which will be a record of how they are applying the learning in practice. The entries are linked to the knowledge, skills and behaviours that will be used to build the learners portfolio and for End Point Assessment.

Apprentices are required to complete 350 off the job hours whilst they are undertaking this apprenticeship programme. Practically this will consist of the learner undertaking new tasks, new projects, carrying out procedures and processes in the new ways to achieve better results. See next page.

How is the programme assessed?

There are assessments for the CMI L3 Certificate First Line Management & Leadership

- Unit 331 Approaches to Managing and Leading People and Teams and Unit 335 Contributing to the management of a project. Managing and Leading Teams

and additional End Point Assessment which consists of (EPA takes place mths 14-16, following the end of the learning period in month 13).

- Project presentation and Q&A (apprentices undertake a business project month 9 to month 12/13) (15-30mins)
- The apprentice must also compile a portfolio of evidence during the on-programme period of the apprenticeship. It should only contain evidence related to the KSBs that will be assessed by the professional discussion. Around 10-15 pieces of evidence are required. (30-45mins)
- Multiple Choice Question Knowledge Test (60mins)

Apprenticeships - 20% off-the-job training guide

The 20% off-the-job training provides the time to focus and develop the required skills, knowledge and behaviours to achieve the apprenticeship. There are lots of activities that can contribute to off-the-job training. The key thing to remember is that it must be relevant to the apprenticeship.

The table below gives examples of how the off-the-job time can be spent...



Learning the theory/professional knowledge through:	Practical training through:	Learning support time spent on:
☐ Classes and workshops ☐ Lectures ☐ Online learning and webinars ☐ Masterclasses ☐ Relevant reading ☐ Research ☐ Lunch and learn sessions ☐ Role playing and simulation exercises	☐ Job shadowing ☐ Mentoring ☐ Attending meetings ☐ Project work ☐ Professional networks ☐ Events and competitions ☐ Visits to wider parts of the department ☐ Visits to industry and to other Government Departments	☐ Writing self-assessments ☐ Writing assignments ☐ Reflective journals ☐ Revision ☐ Peer discussions ☐ Preparation for Assessments & Exams ☐ One-to-one tutorials (with apprenticeship coach, line manager or colleagues) that contain guided learning or support for the apprenticeship

Guiding Principles of The Academy

We aim to deliver high-quality, inclusive, and impactful learning experiences that develop confident, capable, and ethical leaders. We are driven by a set of guiding principles that shape our strategy, culture, and daily practice, ensuring our programmes empower learners to thrive and organisations to grow.

We are committed to:

Learner Success and Wellbeing

We place learners at the heart of everything we do. Our provision is designed to challenge and support learners to succeed academically, professionally, and personally. We are proud to set an ambitious organisational goal of 95% learner attainment, and all elements of our curriculum, assessment and support strategies are structured to help every learner achieve and surpass this target.

Integrity and Accountability

We operate with transparency, professionalism, and ethical responsibility. We are accountable to our learners, staff, employers, and regulators and hold ourselves to the highest standards of compliance and quality assurance.

Excellence and Continuous Improvement

We foster a culture of reflection, innovation, and performance improvement. Our programmes evolve in response to evidence, learner feedback, and sector developments to ensure ongoing relevance and excellence.

Inclusivity and Equity

We actively promote fairness, dignity, and the celebration of diversity. Our delivery is accessible, inclusive, and responsive to individual needs. We challenge discrimination and provide equal opportunities for all learners to participate, progress, and achieve.

Collaboration and Partnership

We value strong, collaborative relationships with employers, delivery partners, and stakeholders. By working together, we co-create meaningful learning experiences that are grounded in real-world practice and organisational goals.

Safeguarding and Learner Protection

We embed safeguarding, Prevent, British Values, and welfare into all aspects of our delivery. We are committed to creating a safe, respectful and inclusive learning environment for all apprentices, staff, and partners.



You can read more about the Academy, our recent Ofsted report (Good, June 2025) and our faculty on our [website](#).

You can keep up to date with the latest thinking and trends in coaching, mentoring, leadership and management by giving us a follow on [LinkedIn](#)

The Academy of Leadership & Management

The Academy is a specialist provider of executive education and key people development in the fields of leadership, management, coaching & mentoring, and business and enterprise development. www.academyilm.co.uk

We are dedicated to developing people into outstanding leaders, managers and executive level coaches through our practical work-based and distance learning programmes.

The core learning programmes we offer lead to globally recognised qualifications from an awarding body e.g. Institute of Leadership & Management (ILM), City & Guilds (C&G), Chartered Management Institute (CMI) or the Small Firms Development Initiative (SFEDI). We are also an Institute of Enterprise and Entrepreneurs (IOEE) approved academy.

We offer distance learning courses in the following subject areas:

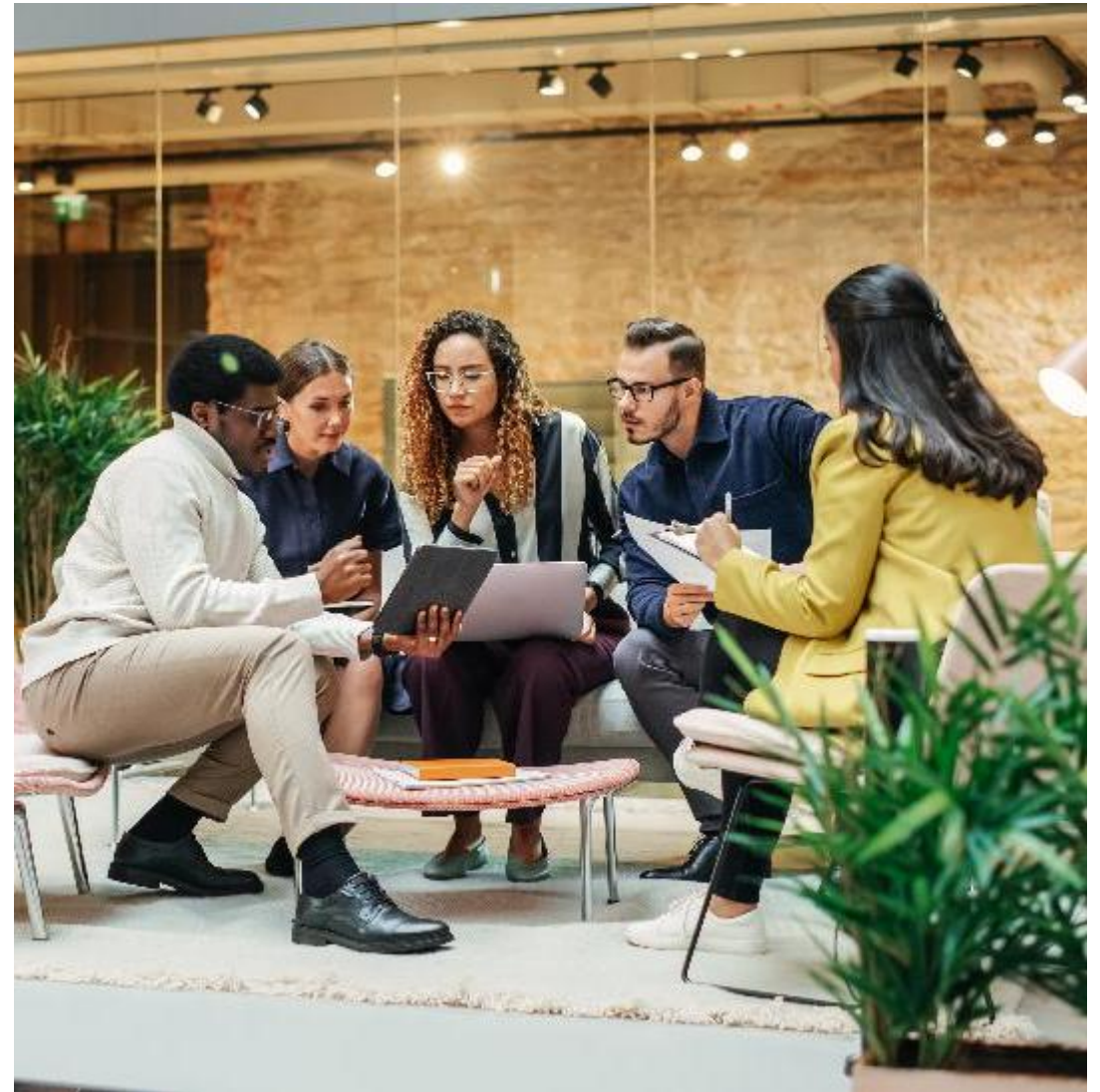
- Leadership & Management (C&M)
- Coaching & Mentoring (C&M) – delivered by the Academy of Coaching & Mentoring
- Business & Enterprise (B&E)
- Apprenticeship programmes in L&M and C&M (England & Wales)

Our development programmes are available to both individual students and employers who want to develop their people at an organisational level.

Our courses are delivered online and in-person – making for a flexible and cost effective learning option which can fit into a busy schedule. We also have a strong track-record of designing tailored in-house programmes suitable for employers.

Additionally, we also provide programme management, accreditation and learning consultancy services for businesses and organisations. See next page for a brief introduction to our services for employers.

As one of the largest ILM learning centres in the UK, and more recently an approved CMI learning centred we attract a diverse client base and have a strong record of developing new qualifications under the guidance of the Institute.



You can read more detail on the qualifications and learning units on our website

[Our leadership & management, coaching and apprenticeship programmes](http://www.academyilm.co.uk)

