

Paws for thought

Your guide to our Leadership & Management programmes



CVS Group Leadership & Management programme

Inspiring leaders and effective managers are an essential component of every successful business, we aim to invest in the best.

Our business is growing, continually expanding our services and our vision is to continue to be the most comprehensive and integrated provider of veterinary services to animal owners in the UK.

To achieve this we employ the best people and aim to provide the highest quality training and development to equip colleagues with the skills and support to be inspiring CVS Group managers and leaders of the future (Success through our people).

We always ensure we invest in your clinical development as it is an essential aspect to help CVS Group provide excellent customer service to all. However, to ensure we continue to strive to be leaders in the industry, we must also ensure our leadership, management and operational abilities are developed too.

This is why we are launching our own Leadership & Management programme.

Develop confidence & competence in leadership as a veterinary professional

Working in the veterinary sector requires leadership skills. Veterinary professionals who are good leaders are better equipped to care for colleagues, clients and patients.

Our Leadership & Management programme is designed to develop existing and potential managers, aspiring leaders and our senior management colleagues.

The programmes are available to colleagues in a wide variety of roles across the group including Practice Managers, Head Nurses, Clinical and Regional Directors and the Senior Leadership team.

The programme will

- Be relevant to your current work and will complement your day to day role
- Ensure you are continuously developing your abilities to be the best leader you can be within your department
- Help you determine what type of leader you are
- Develop your essential leadership skills to provide the best care possible
- Explore key concepts such as the art of good leadership and decision making
- Teach you how to become a confident, effective and inclusive leader
- Help you understand the career progression paths you can take with your new skills
- Ensure colleagues across the organisation are prepared to lead CVS Group to achieve our vision
- Give you the opportunity to develop your management and leadership skills to be highly effective in your role, get the best from your teams and help you further develop your career in the company

“I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion.”

This is the power of leadership, and it was recognised by one of the greatest military leaders in history, Alexander the Great. Leadership has the power to turn an army of sheep into a force that could defeat an army of lions. A leader does this by creating belief and looking to get the best out of people, because when a team has courage and belief they too become Lions, and then they are capable of so much more.



Programme overviews

There are two programmes currently being offered as part of our Leadership & Management programme.

Senior Leadership & Management Programme

Who is it for? CVS Group Leaders, Clinical and Regional Directors & Senior Practice Managers

Programme duration: 24 months

This programme has been designed to drive the success and realise the vision and values of the organisation and its leaders. This programme comprises of two formally recognised leadership and management qualifications:

1. The overarching Apprenticeship Standard for Operational/Departmental Managers (Which has been developed with companies including Santander, BBC, Boots, Sainsburys, HMRC and Virgin Media)
2. Leadership and Management Level 5 Diploma from The Institute of Leadership and Management (ILM)

Management Development Programme

Who is it for? Practice Managers, Head/Lead Nurses

Programme duration: 18 months

This programme has been designed to develop effective management skills including team management, running efficient business processes, whilst equipping colleagues with the transferable skills to succeed in their area of responsibility. This programme comprises of two formally recognised leadership and management qualifications:

1. The overarching Apprenticeship Standard for the Team Leader/Supervisor (Which has been developed with companies including Balfour Beatty, Barclays Bank, Institute of Leadership & Management (ILM), Boots, TUI, Serco and Virgin Media)
2. Management Level 3 Diploma from The Institute of Leadership and Management (ILM)

Senior Leadership & Management programme

Operational Performance

- **Operational management**
- **Project management**
- **Finance**

Interpersonal Excellence

- **Leading people**
- **Managing people**
- **Building relationships**
- **Communication**

Personal Effectiveness

- **Self-awareness**
- **Management of self**
- **Decision making**

CVS Group Career Pathway

- **Customer care**
- **Pastoral care**
- **LED**
- **Business**
- **Advanced GP**
- **Clinical governance**
- **Specialist**

Initial assessment

Complete an Initial assessment, diagnostic, of your existing transferrable skills (including English and Maths) through online assessment, a skills scan, and job role discussion. This is to establish your learning starting point, your professional and personal career goals, and ensure your experience on programme is tailored to you and your career pathway.

Functional skills

Individuals are required to demonstrate “currency” in their English and Maths to achieve the higher level apprenticeship and will need to complete Functional Skills in English and Maths (equivalent to GCSEs Grades A-C) if they are unable to provide acceptable evidence of exemption e.g. GCSE Grade A-C certificates or equivalent/higher. Functional Skills delivery is embedded within the programme, with online tests and professional discussion the formal method of assessment/achievement.

Workshops

Attend a series of high impact, practical, one and two day workshops with Instil, focussed on programme streams 1-3.

CVS Group and/or Paragon Skills subject matter experts will deliver the Career Pathway workshop specifically to enhance your knowledge, provide the stretch and challenge, in your area of responsibility within CVS Group.

Personal tutor

Attend regular sessions with your Personal Tutor face to face or remotely, to underpin learning from workshops, further develop your knowledge, skills and behaviours in your pursuit of excellence. These sessions are tailored to you, your goals and your career pathway. Your Personal Tutor is a leadership and management specialist whose role is to coach, challenge and mentor you throughout your programme.

Self-study

Completion of comprehensive self-study is a requirement for this programme. Self-study ranges from developmental assignments involving practical application at work, including leading a project in your chosen career pathway, maintaining a Continuing Professional Development log, to extensive online research. Resources are provided as is ilm study membership

On-programme assessment

Undertake formal on-programme assessment through four ilm scenario based assignments, two ilm online tests. Complete professional discussions, Q&A sessions, build a portfolio of evidence of knowledge, skills and behaviours and be prepared for holistic observations of practice

End-point assessment

Undertake synoptic end-point assessment:

- Online assessment of knowledge through a test using scenarios, questions and responses
- Assessment of competency through a structured competency based interview
- Assessment of portfolio of evidence
- Presentation on work based project with Question and Answer session
- CPD Log reviewed and professional discussion

- 1 Initial Assessment & Diagnostic of existing Knowledge, Skills & Behaviours
- 2 Series of Interactive workshops with Instil across the three core streams
- 3 Regular Personal Tutor one to one learning & coaching sessions across full programme
- 4 Comprehensive self-study, to enhance your knowledge, skills & behaviours
- 5 Four formal scenario based written assessments and two online tests
- 6 In-depth learning and self-study for chosen Career Pathway including project
- 7 Formal End-Point Assessment of your knowledge, skills & behaviours



Management Development programme

Operational Performance

- **Operational management**
- **Project management**
- **Finance**

Interpersonal Excellence

- **Leading people**
- **Managing people**
- **Building relationships**
- **Communication**

Personal Effectiveness

- **Self-awareness**
- **Management of self**
- **Decision making**

CVS Group Career Pathway

- **Customer care**
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- **LED**
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- **Clinical governance**
- **Specialist**

Initial assessment

Complete an Initial assessment, diagnostic, of your existing transferrable skills (including English and Maths) through online assessment, a skills scan, and job role discussion. This is to establish your learning starting point, your professional and personal career goals, and ensure your experience on programme is tailored to you and your career pathway.

Functional skills

Individuals are required to demonstrate “currency” in their English and Maths to achieve the higher level apprenticeship and will need to complete Functional Skills in English and Maths (equivalent to GCSEs Grades A-C) if they are unable to provide acceptable evidence of exemption e.g. GCSE Grade A-C certificates or equivalent/higher. Functional Skills delivery is embedded within the programme, with online tests and professional discussion the formal method of assessment/achievement.

Workshops

Attend induction to programme, including psychometric assessment (Insights Discovery®) from Instil, introduction to the Institute of Leadership & Management and planning for your professional and personal development.

Personal tutor

Attend regular sessions with your Personal Tutor face to face or remotely, to develop your knowledge, skills and behaviours across the four streams. These sessions are tailored to you, your goals and your career pathway. Your Personal Tutor is a leadership and management specialist whose role it is to coach and support you gain new knowledge and skills.

Self-study

Completion of comprehensive self-study is a requirement for this programme. Self-study ranges from developmental assignments involving practical application at work, including managing a project in your chosen career pathway, to completing online research. Resources are provided as is ilm study membership.

On-programme assessment

Undertake formal on-programme assessment through two ilm online tests. Complete professional discussions, Q&A sessions, build a portfolio of evidence of knowledge, skills and behaviours and be prepared for holistic observations of practice.

End-point assessment

Undertake end-point assessment comprising of a knowledge test, structured competency based interview, assessment of portfolio of evidence and professional discussion relating to Continuing Professional Development activity.

- 1 Initial Assessment & Diagnostic of existing Knowledge, Skills & Behaviours
- 2 Instil Workshop featuring Insights© psychometric assessment
- 3 Regular Personal Tutor one to one learning & coaching sessions across full programme
- 4 Comprehensive self-study, to enhance your knowledge, skills & behaviours
- 5 Two formal ilm online assessments (tests)
- 6 In-depth learning and self-study for chosen Career Pathway including project
- 7 Formal End-Point Assessment of your knowledge, skills & behaviours

