



**INSTITUTE OF GROUNDSMANSHIP
and
CITY & GUILDS
SENIOR AWARDS**

**GRADUATESHIP
IN
SPORTS TURF MANAGEMENT**

**REGULATIONS AND GUIDANCE NOTES
FOR
SUBMISSION
(including Application Form)**

**SECTION 1 – PROJECT REPORT (THESIS) ROUTE
SECTION 2 – DIRECT ROUTE**

GRADUATESHIP
CITY AND GUILDS SENIOR AWARD

INTRODUCTION

Graduateship is the award for middle managers, comparable to a First degree. A Graduateship candidate would have at least five year's managerial experience and will be able to prove specific managerial competencies.

There are two routes to attain this Award: either the Project Report (Thesis) or the Direct Portfolio.

ROUTES	PROJECT REPORT (THESIS)	DIRECT
Eligibility	Five years middle management experience	Five years middle management experience NDT, HND, Degree or Level 4 qualification
What you need to do	Write a 10,000 word work based project report (thesis) Provide a full CV plus Employers Reference Attend an interview board	Produce a summary of Managerial Achievement Provide a full CV plus Employers Reference Attend an interview board if deemed necessary

1. PROJECT REPORT (THESIS) ROUTE

There are three stages to the Project Report route. Firstly, you will submit a summary (synopsis) of the report you intend to write along with a CV and Employers Reference. These will be assessed, and if acceptable, you can move on to stage two: writing your report. Once your report has been written and submitted, it will be assessed. You will then be invited to stage three: an interview panel, which may consist of three assessors; the specialist assessor who reviewed your report and synopsis, a non-specialist and the Chairman. When all three stages have been successfully completed, you will receive the Award of Graduateship in Sports Turf Management.

Full guidelines for the completion of the thesis can be found in Section 1 of this document.

2. DIRECT ROUTE

The Direct route assesses your technical qualification and managerial expertise. You need to complete a Summary of Managerial Achievement, this should be sent with your application form. Once processed, you would be invited to an interview, which will follow the same format as above.

Full guidelines for the Summary of Professional Achievement can be found in Section 2 of this document.

Please note: The acceptance of the required information is at the sole discretion of the Institute of Groundsmanship.

PROJECT REPORT – (THESIS) ROUTE

APPLICATION

The application must be made on the correct IOG Registration form, which you will find at the back of this document. This should also include:-

- a covering letter in support of your application
- a 500-800 word synopsis of your proposed project report
- a full CV
- the current fee

Applications are acknowledged upon receipt. After your synopsis is accepted, you may submit the full project report any time within the following two years. After two years your application will lapse and a new submission must be made with the appropriate fee. Only in exceptional circumstances will an extension be granted. Any request to extend the time should be made in writing to the Delegated Awards Coordinator at the Institute of Groundsmanship at least three months before the expiry of the application, setting out the full reasons why you require an extension.

The subject matter of your synopsis should be directly relevant to your work and give a clear indication of the proposed objectives, scope and methodology of your project and your contribution to it.

Your synopsis should include the title and the following sections:

- a) Introduction (including background to the subject)
The purpose of the introduction is to identify and define the subject and to establish a framework, it should therefore set out in the following layout:
- i. aims; objectives; hypothesis/es;
 - ii. an introduction to the methodology;
 - iii. the structure of the project report.
- b) Background
The purpose of this section is to demonstrate that the subject is based on a substantial amount of information. The material can be presented in the form of:
- i. literature review;
 - ii. theoretical framework;
 - iii. case study etc.
- c) Methodology
The purpose of this section is to show the validity of any investigative methods used.
- e) Conclusion
This section summarises the main conclusions of each previous section and presents overall conclusions and main recommendations. It should offer some original ideas, insights, interpretations or questions but should not introduce new data. It should also point the way forward for future work on the subject.

If the application meets the administrative requirements, the synopsis will be sent to an assessor who is a specialist in the field.

Our panel of assessors covers most of the major employment areas in the sports turf and recreation industries, but it will sometimes take time to find someone who is both appropriate and available. Assessors for the Graduate Award are people with numerous other commitments, and they give full consideration to the submissions sent to them, so do not expect an immediate response; it may take

4-6 weeks before you are advised on the result of your synopsis assessment. You will not be told the name of your assessor unless or until you are called for interview.

Any advice or comments from the assessor will be passed on to you. If your submission is successful at this stage, you will be well advised to take note of the guidance given towards the full project report. In most cases the assessor for the full report will be the same person as for the synopsis and they will be aware of whether or not their advice has been followed.

If an application is unsuccessful at synopsis stage, the award fee will be refunded less an administrative charge to cover the cost of the initial assessment.

SUBJECT MATTER FOR THE PROJECT REPORT

Candidates will be required to submit their own ideas for project report subjects. They will normally have special areas of interest, or assignments at their place of work, which they wish to develop. Candidates are advised to discuss the suitability of their subject with a senior assessor.

In general terms the subject should be:

- a) relevant to the turf culture industry;
- b) of personal interest to the candidate;
- c) related to information which is already familiar to the candidate;
- d) based on one perspective or one theory or constructed in such a way that a comparison is made between a strictly limited number of perspective theories;
- e) supported by sufficient books, articles etc. to enable it to be studied adequately;
- f) of a kind to enable the candidate to demonstrate the academic skills expected of a project report.

Having identified a broad area of interest and searched the literature, candidates may still need to seek advice to identify a suitable approach to the subject. Here are some possibilities:

- a) a limited case study which investigates issues or problems:
 - which are topical; or
 - for which background material is plentiful; or
 - for which proven investigative methodology has been applied elsewhere.
- b) studies which compare problems or issues of performance in order to highlight differences and test hypotheses in different contexts:
 - investigate the issues in the light of current literature, informed by a theory or set of theories; or
 - comparing different methodologies, or differences in results from alternative methods.

CONTENT OF THE PROJECT REPORT

The project report should be formulated in such a way that it presents both knowledge and understanding of the subject. It is expected to show evidence of extensive investigation of the subject through analysis, appraisal or critique.

The academic skills expected of a project report are:

- a) the ability to identify a subject for investigation;
- b) the ability to assemble and order a body of knowledge about the subject;

- c) the understanding necessary to draw conclusions from the assembled body of knowledge;
- d) the ability to design, execute and analyse appropriate investigational or survey work (if relevant).

Candidates are strongly advised to seek a referee who is experienced in the art of writing and tutoring project reports.

ORGANISATION OF THE WORK

To avoid last minute panics - and poor results - candidates need to organise their work to maximise the time available for preparation of the project report.

Careful planning is needed and the following guidelines may prove helpful, candidates are advised to:

- a) define the subject matter as early as possible;
- b) define the objectives of the project report in consultation with their referee(s);
- c) make the maximum use of available time to provide a firm foundation for the project report;
- d) thoroughly plan in advance what is to be discussed with their referee(s) to gain maximum from the limited tutorial time;
- e) prepare a project timetable outlining months during which key stages of the work will be undertaken;
- f) not to underestimate how long key stages will take; there is a temptation to spend too long on points of interest or to believe that will all fall into place "later".
- g) to have plenty of time for preparation of the first draft, typing and presentation, redrafting and preparing meaningful conclusions;
- h) to prepare a weekly routine in order to make steady progress; to organise time within the week and set that time aside.

COLLECTING INFORMATION

Candidates are advised to enrol at a local college that teaches turf culture to make use of the library and information facilities to:

- a) develop basic library skills, including obtaining assistance from the librarian;
- b) use the various series of abstracts to identify references to material related to the subject;
- c) use the computerised search facility on the library reference system;
- d) read relevant journals to obtain up-to-date information.

Candidates should try to identify several key points to form an overview of the subject. This will provide the framework within and around which other information may be added.

Candidates are advised to use techniques appropriate to their requirements, but not to be too ambitious. They should be realistic about the amount of information they need to collect from each 'case' and how many 'cases' they need to make a useful project report.

DRAFTING THE PROJECT REPORT

The first draft of the project report is a key stage of the exercise and candidates are advised to consult their referee(s) about it. They are also advised to be organised and systematic; the shape, context and feel of the subject will evolve as they start to write. This is an important function of the first draft.

Candidates should complete the first draft in sufficient time to give themselves the opportunity to redraft and reshape the work. They should not expect the first draft to be the finished product.

Candidates are offered the following advice:

- not to leave the writing-up until all the information is collected; one section can often be written before the data of another is collected;
- not to be afraid to commit themselves in writing; the first draft can be changed, added to, or sections removed;
- to keep a dictionary and thesaurus to hand.

Even in the first draft, references, quotes, rough diagrams etc should be included. These give an indication of the way the work is progressing and are helpful to both candidates and referee(s).

Referee(s) will read sections of the first draft and give very helpful and constructive criticism. To incorporate the results of their comments, it is important for candidates to present their material to their referee(s) in good time.

When redrafting, candidates may find it helpful to obtain assistance for proof reading; it is not always easy to spot one's own mistakes.

The project report should be written in the third person, ie 'The author has found....' or 'It has been found....'. NOT 'I have found....'. Candidates should study other project reports and papers from journals to acquaint themselves with this style - it can be quite flexible.

FORMAT FOR THE PROJECT REPORT

The project report should be logically presented and is likely to include some or all of the following:

a) Title page

Includes the title of the project report, the name of the award – Graduateship Institute of Groundsmanship, the date of submission and the name of the candidate.

b) Contents

Gives the titles and commencing page number of all chapters, major sub-divisions and appendices. The contents should also include the commencing page number of the acknowledgements, abstract, introduction, bibliography and each of the lists of tables and figures etc, if these appear in the project report.

c) Abstract

This is a brief resume of the project report, outlining what it contains. It must not contain points that are included in the main text. (It will probably be written last.)

d) Introduction

Here the topic is introduced and the scene set for what follows. If the project report contains any investigational or survey work, this is the opportunity to provide the necessary background information and to explain the aims and objectives of the investigation/survey.

e) Main text

This should be divided into suitable sections and chapters. In most project report the main text will consist mainly of a review of the literature and should be written fluently and concisely. Quotations may be included but these should not be overdone. If the study has involved investigational work, there should be a clear distinction between this and the literature review. Any costs and savings should be clearly indicated.

The work of others must always be identified where it is used, by names of references.

Plagiarism (unacknowledged use of other sources) will attract severe penalties. References in the main text are normally included as shown in the following examples:

Langer (1979) stated that "grass tillers continue to produce new leaves throughout much of the year and each leaf undergoes a period of growth, maturity and senescence."

When reference is made to more than one paper of the same author, published in the same year, these should be distinguished by suffix letters a, b, c, immediately after the date. (Langer 1979a).... .

If a paper has two authors, both names are given. If there are more than two, all names are cited the first time the paper is cited and for later citations, the name of the first author is followed by 'et al', for example (Lodge, Baker, Canaway and Lawson 1991) becomes (Lodge et al, 1991). Anonymous publications such as advisory leaflets are referred to in the text in the following way (Anon. 1980).

f) Discussion

This section should examine the significance of the findings in the main text and develop the current and/or future impact of these ideas.

g) Conclusion

These should be the candidate's own views on the key issues and outcomes of the discussion. Specific recommendations for future action are normally appropriate and should be included. Any such conclusions entered should be based on the facts presented and should not include unsupported opinion.

(NB Many journals do not separate conclusions from discussion. Instead, conclusions are seen and treated as the climax of the discussion.)

h) References

Other peoples work should not be used without it is acknowledged both in the text and in the list of references. The object is to provide a quick and efficient way of tracing the source material.

Within the text, references are given in an abbreviated form by using the author(s) surname(s) and date of publication (see above). The full reference is then given either at the end of each chapter or as the bibliography (list of references) at the end of the dissertation. The latter system is to be preferred. all the references cited in the text should be included in the list of references, but no others.

All the references should be listed in alphabetical order according to the author's surname and date of publication, Publisher and page numbers as shown in the following example:

Langer R.H.M. (1979) *How grasses Grow* Edward Arnold, London pp 22-24.

NB Books and periodicals are not listed separately.

In addition to being listed alphabetically, details of the sources in which the article appeared must be given. They should all appear in one consolidated list. Again there are set conventions to be followed and the main rules are indicated below:

i) Periodicals

Surname, initials (Date). Title of article. *Name of periodical*, volume number, (part), page number. For example:

Canaway, P.M. (1992). Grass mixtures for football and rugby pitches. *The Groundsman* 45 12 10-11.

Multi-author articles are presented as follows:

Baldwin, N A, Drinkall, M J (1992) Integrated pest and disease management of amenity turfgrass. *Vegetation Management in Forestry Amenity and Conservation Areas*. *Annals of Applied Biology*, 29 pp 265-272.

ii) Books

Conventions differ as to the position of the date of publication, but if it is placed after the author's name, then this fits in better with the references to periodicals.

Surname, Initials (Date). Title. Edition (if not the first), place of publication, publisher and either the number of page(s) referred to or the number of pages in the book, if the whole book applies.

When dealing with a multi author book, it is helpful to identify the individual article from the name of the book by inserting the word *in*.

i) Anonymous publications

Anon. Date. Title of article. Name of Ministry, Research Station etc. Publisher, page number.

j) Appendices

Background information (such as tables of data) needed for reference but inappropriate to insert into the main text. Appendices are **not** included in the word count when determining the size of the project report.

PRODUCTION OF THE PROJECT REPORT

The project report will normally be presented as a type written or word-processed document of 10,000 words (+ or – 10%) in length.

Your project report should be :-

- typed with double spacing
- on one side of A4 paper
- page numbered
- securely bound in protective covers

THREE copies must be submitted to the Institute of Groundsmanship for assessment, by not later than **TWO YEARS** after application. One will be sent to the assessor, the others copies will be required by members of the interview panel. Candidates must retain a **FOURTH** copy of the project report in order to prepare for their project report interview.

Project reports that contain spelling and grammatical errors may not be accepted for assessment.

PROJECT ASSESSMENT CRITERIA

The marks awarded initially by the Assessor will be moderated after the interview, which allows candidates to answer any queries from the Assessor and allows the latter to increase the marks where the oral presentation merits it.

In general the Assessor will be asked to comment on whether your project adequately demonstrates your practical skills, knowledge and understanding of the following areas:

1. Overall Criteria

'The ability to understand and apply the principles of a technical aspect or professional activity'.

2. General Criteria –

Demonstrate personal skills and specific competence in:-

- Problem formulation
- The Design of Possible Solutions
- Implementation of the Response or Solution
- Evaluation of the Outcome of the Project
- Organisation and Presentation of all Project Elements

3. Detailed Criteria

Problem Formulation – (marking guide 25%)

- The candidate has explained the purposes of the project in a clear and effective way.
- The project's recommendations and outcomes are clearly set out.

- The knowledge used is relevant to the problem being analysed.
- The knowledge used is accurately applied to the problem being analysed.
- The candidate shows a detailed knowledge of the key facts, concepts and ideas relevant to the project.

The Design of Possible Solutions – (marking guide 20%)

- The candidate shows detailed appreciation and implementation issues in the domain of their workplace.
- Methods of analysis are appropriate
- The candidate shows detailed knowledge of key developments.
- Appropriate social and economic implications are considered.

Implementation of the Response or Solution – (marking guide 15%)

- The knowledge used is critically applied to the problem being analysed.
- Data collected for the response or solution is clear and accurate.
- Opportunities for further post development are identified.

Evaluation of the Outcome of the Project – (marking guide 15%)

- Conclusions and recommendations are analysed in terms of their potential and efficiency, and strategies clearly set out.
- The candidates identifies clearly the implications of any change resulting from project proposals.
- Candidates role in project is clearly defined.

Organisation and Presentation of all Project Elements – (marking guide 25%)

- The project methodology is clearly defined.
- Technical terms are well explained
- Complex concepts are clearly explained
- Diagrams, pictures and figures are clearly related to the text (where applicable).
- References are accurately cited and quoted material is systematically identified. (e.g. using the Harvard system).

60% must be achieved in each section.

If the evidence of work based and project based competence is considered acceptable you will be invited to attend an interview in the United Kingdom, special arrangements can be made for overseas candidates.

If the assessor considers that the report has not met the criteria you may request that your submission is referred, in which case you will need to submit a revised report accompanied by the current referral fee. Applicants are entitled to **one** referral only.

INTERVIEW

The final stage of assessment for GCGI is an interview that will be held in the United Kingdom. A panel of three made up of the Chairman, your specialist assessor and a non-specialist assessor.

You should bring a copy of your project report with you for reference. You will be asked specific questions about your report as well as general questions about your employment and yourself. Interviews normally last between 45 minutes and one hour.

The panel members will assess your understanding of knowledge and principles related to the subject of the report. They will critically examine the methodology, scope, conclusions and any recommendations of the report and ask more general questions to do with your personal and career development. You should be able to show the practical applications of your project and its relevance to your work.

AWARD RECOMMENDATIONS

If the interview panel agrees that your overall submission meets the requirements, a report is made to the Qualifications Co-ordinator of the IOG who makes a recommendation to City & Guilds.

If your submission has been unsuccessful, you will be informed in writing, normally within two weeks of your interview.

IOG CONTACT DETAILS

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SECTION 2

DIRECT ROUTE

REQUIREMENTS FOR GRADUATESHIP

Senior Awards recognise candidates' wider competence in the workplace, over and above their performance in their areas of technical expertise. To achieve Senior Awards by the Direct Route, candidates will hold a NVQ/SVQ Level 4 qualification or equivalent, e.g. IOG National Diploma in Turfculture, or an international equivalent. See National Qualifications Framework at www.qca.org.uk/openQUALS/

In addition, candidates must satisfy the assessors that they meet the specific managerial criteria for the appropriate level of the award which is five continuous years experience in middle management, within the last ten years in the sports turf industry.

To achieve the Senior Award of Graduateship in Sports Turf Management, candidates need to demonstrate that they meet the requirements in the Summary of Managerial Achievement.

These notes provide guidance for candidates so that they can structure evidence of their own development in both personal skills and career development. It covers both technical ability and an assessment of practical skills required in a professional or managerial role.

Please note that **TWO COPIES** of your portfolio are to be sent when applying, only one of which will be returned after completion of the assessment procedure.

Overall Criteria

“The ability to understand and apply the principles of a technical aspect or professional activity”

Summary of Managerial Achievement:

Demonstrate within the Sports Turf industry your:-

1. role in enabling the organisation to achieve its goals;
2. problem solving and decision making skills;
3. team-working and leadership skills;
4. self management and effective working abilities;
5. self development achievements;
6. ability to model good practice.

You must complete each section of the self assessment summary in not less than 400 words plus a minimum of two pieces of evidence. The completed summary is to be attached to your application and will form part of the content for your interview.

Evidence Guidance

The candidate is asked to structure a portfolio of evidence. The portfolio may include pieces of evidence relating to a number of projects. The evidence in the portfolio **MUST** be cross-referenced to the Graduateship in Sports Turf Management criteria to ensure that all the requirements have been met.

References should be obtained to confirm the level of the candidate's technical and personal skills. Ideally, these should be sought from the employer and/or someone in a position of responsibility who is technically familiar with the project.

**Section 1: Your role in enabling the organisation to achieve its goals.
(marking guide 20%)**

Performance Criteria:

1. Describe the legal status or form and size of the organisation.
2. Evaluates developments that have influenced changes in the recent years or may occur in the near future.
3. Relates to the mission statement of the organisation.
4. Describes the goals of the organisation or section of the organisation.
5. Explain the organisational structure and show its significance to the organisational goals.
6. Evaluate your own input into the organisation.
7. Describe your primary goals you are trying to achieve for your organisation.
8. Evaluate your education and training in relation to your current job specification.

Evidence may include:

- Personal appraisal
- Contribution to organisation development plan
- Personal development plan
- Job description
- Witness statements
- Company mission statement

**Section 2: Your problem solving and decision making skills.
(marking guide 15%)**

Performance Criteria:

9. Evaluate different sources of information, e.g. quantitative and qualitative.
10. Ensure information is valid, sufficient and appropriate.
11. Explain any patterns or characteristics in the information and utilise the information.
12. Describe solutions and criteria used to choose between them.
13. Explain any conflicts created by your choice of solution.
14. Evaluate effectiveness of solution.

Evidence may include:

- Budget allocation
- Minutes of meetings
- Taped meetings
- Relevant memos from colleagues

**Section 3: Your team working and leadership skills.
(marking guide 15%)**

Performance Criteria:

15. Describe the goals set for the team.
16. Explain how the goals are set for the team and individuals.
17. Evaluate the team performance and the performance of individuals.
18. Describe your influence on the team performance.
19. Set targets, timescales and other milestones.
20. Describe your technique to motivate the team.

Evidence may include:

- Witness statements for:-overcoming funding problems
- staff shortages
- lack of expertise
- overcoming emergencies

**Section 4: Your self management and effective working abilities.
(marking guide 15%)**

Performance Criteria:

21. Describe methods of delegating work.
22. Determine relative urgency and importance and tasks.
23. Provide timescales for tasks.
24. Describe methods of monitoring work progress and completion.
25. Evaluate working methods.
26. Evaluate self performance.

Evidence may include:

- Work schedules
- Work frequencies
- Contingency plans

**Section 5: Your self development achievements.
(marking guide 15%)**

Performance Criteria:

27. Analyse existing skills.
28. Analyse current qualifications in relation to work role.
29. Complete a self-evaluation of skills and knowledge.
30. Describe how you can influence development activities at work.
31. Explain how your training needs were met.
32. Evaluate recent training undertaken.

Evidence may include:

- Continuing professional development
- Conferences, courses, seminars attended

**Section 6: Your ability to model good practice.
(marking guide 20%)**

Performance Criteria:

33. Evaluate the reasons for underachievement.
34. Explain the implications of not observing good practice.
35. Describe how you can influence the current practice of others.
36. Explain how poor practice may be disguised.
37. Describe how poor practice is dealt with.
38. Provide examples of your good practice.
39. Describe techniques used to encourage good practice.
40. Describe how good practice is regulated.

Evidence may include:

- Equal opportunities statement
- Disciplinary procedures
- Wage/salary negotiations
- Guidance

Example of a Personal Statement:

1. My role in enabling the organisation to achieve its goals, within the Sports Turf industry.

Personal Statement

ABC Council is a medium-sized local authority, employing about 30 people within their grounds maintenance department. They maintain a range of outdoor facilities, including 2 x 18 hole golf courses.

The council's mission statement is - "When you want the best". My role is to manage the sports turf section of the grounds maintenance team etc.

IOG Assessors and / or the City & Guilds own external quality auditing team may contact individuals and / or referees supplying testimony of the candidate, to confirm the validity of the submission.

If the assessor is not satisfied with the evidence submitted, the candidate will be notified that either:-

- They should resubmit their evidence. The assessor will give guidance as to how this should be done and a resubmission fee will be payable.
- That the evidence submitted may be appropriate for a lower level senior award and recommendation for interview would be on this basis.
- That the evidence is insufficient for the candidate to be interviewed for any level of senior award and that resubmission is unlikely to rectify the situation.

INTERVIEW

The final stage of assessment for GCGI is an interview that will be held in the United Kingdom. A panel of three made up of the Chairman, your specialist assessor and a non-specialist assessor.

If the assessors are satisfied with the application, a candidate will be asked to attend an interview at which the candidate can be expected to be asked questions arising from the information supplied. These questions will be designed to check the relevance, validity and sufficiency of the application. For this reason, the questions may invite candidates to confirm point of detail, explain the answers to question or expand on any points raised. Candidates may also be expected to supply additional information or examples of their work performance. Interviews normally last between 45 minutes and one hour.

AWARD RECOMMENDATIONS

If the interview panel agrees that your overall submission meets the requirements, a report is made to the Qualifications Co-ordinator of the IOG who makes a recommendation to City & Guilds.

If your submission has been unsuccessful, you will be informed in writing, normally within two weeks of your interview.

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