# OCR

# Certificate in Team Leading
# Certificate/Diploma in Management

**03366 Level 2 NVQ Certificate in Team Leading**

**03367 Level 3 NVQ Certificate in Management**

**03368 Level 5 NVQ Diploma in Management**

**03369 Level 7 NVQ Diploma in Management**

## *Main features of these qualifications*

- *All units are based on the latest National Occupational Standards for Management and Leadership (2008 version)*
- *These qualifications are accredited onto the Qualifications and Credit Framework*
- *All units which make up these QCF qualifications have been assigned a level and a credit value*
- *Candidates develop a clearer understanding of their responsibility within their organisation*
- *Candidates will have the opportunity to develop new skills*
- *Candidates will have existing skills recognised*
- *Candidates have the opportunity for unit certification*
- *The OCR Management and Team Leading qualifications operate to the NVQ model for Centre approval, candidate registration and assessment*

## Introduction

These OCR qualifications are work-related, credit based qualifications, suitable for those who undertake Management and Team Leading related activities. They are open to candidates of any age, of either gender and there are no entry barriers on grounds of race, creed or previous academic attainment or learning.

The units that make up these qualifications have been developed from the 2008 National Occupational Standards in Management and Leadership. They provide individuals with an opportunity to demonstrate the skills and knowledge needed for a career in Management and Team Leading. The units encompass a broad range of competencies from the Management and Leadership sector. These full qualifications provide a range of opportunities for all managers, from those just entering management roles to those in strategic management positions for whom a Level 5 or 7 Diploma will be relevant.

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# Qualification Content

To achieve a full **OCR Level 2 NVQ Certificate in Team Leading**, candidates must gain 17 credits. 10 of these must come from the achievement of the three mandatory units, five credits from the group one (optional units) and two credits from the group two (optional units).

To achieve a full **OCR Level 3 NVQ Certificate in Management**, candidates must gain 25 credits. 14 of these must come from the achievement of the three mandatory units and 11 from the optional units.

To achieve a full **OCR Level 5 NVQ Diploma in Management**, candidates must gain 38 credits. 23 of these must come from the achievement of the four mandatory units, and 15 from the optional units, of which at least three credits must be at Level 5 or 6.

To achieve a full **OCR Level 7 NVQ Diploma in Management**, candidates must gain 45 credits. 27 of these must come from the achievement of the three mandatory units and 18 credits from the optional units.

# Qualification Structures

The qualification structures describe all the units that are contained in the qualifications and which units the candidate needs to complete to achieve a full qualification. The Optional and Mandatory units are detailed below:

*The relevant unit number is given in brackets under the qualification.*

| QCF unit title | Level | Credit | GLH | OCR Level 2 NVQ Certificate in Team Leading (QCF) | OCR Level 3 NVQ Certificate in Management (QCF) | OCR Level 5 NVQ Diploma in Management (QCF) | OCR Level 7 NVQ Diploma in Management (QCF) |
|---|---|---|---|---|---|---|---|
| Manage personal development (A1) | 2 | 4 | 20 | M (1) | O (9) | | |
| Manage own professional development within an organisation (A2) | 3 | 4 | 20 | | M (1) | | |
| Develop, maintain and review personal networks (A3) | 4 | 4 | 25 | | O (4) | O (15) | |
| Develop and evaluate operational plans for own area of responsibility (B1) | 5 | 6 | 25 | | | M (1) | |
| Inform strategic decision-making (B2) | 6 | 7 | 40 | | | O (39) | O (12) |
| Develop a strategic business plan (B3) | 7 | 8 | 20 | | | | M (1) |
| Put a strategic business plan into action (B4) | 7 | 8 | 40 | | | | O (4) |
| Set objectives and provide support for team members (B5) | 3 | 5 | 35 | O1 (5) | M (2) | | |
| Provide leadership and direction for own area of responsibility (B6) | 4 | 5 | 30 | | O (5) | M (2) | |
| Develop strategic direction and leadership (B7) | 7 | 10 | 40 | | | | M (2) |
| Establish policies and procedures (B8a) | 7 | 8 | 35 | | | | O (5) |
| Ensure compliance with legal, regulatory, ethical and social requirements (B8b) | 4 | 5 | 25 | | O (6) | O (16) | |
| Support the culture of an organisation (B9) | 6 | 5 | 30 | | | O (40) | O (13) |
| Establish risk management processes for an organisation (B10a) | 5 | 6 | 30 | | | O (5) | |
| Manage risk in own area of responsibility (B10b) | 4 | 4 | 25 | | O (7) | O (17) | |
| Review risk management processes in own area of responsibility (B10c) | 4 | 3 | 20 | | O (8) | O (18) | |
| Manage or support equality of opportunity, diversity and inclusion in own area of responsibility (B11) | 3 | 4 | 20 | O2 (6) | O (10) | | |

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|---|---|---|---|---|---|---|---|
| Promote equality of opportunity, diversity and inclusion across an organisation (B12) | 5 | 6 | 30 | | | O (6) | |
| Support team members in identifying, developing and implementing new ideas (C1) | 3 | 4 | 20 | O2 (7) | O (11) | | |
| Lead innovation within an organisation (C3) | 6 | 10 | 40 | | | O (41) | O (14) |
| Lead change in an organisation (C4) | 7 | 9 | 35 | | | | M (3) |
| Plan change in own area of responsibility (C5) | 5 | 6 | 30 | | | M (3) | |
| Implement change in own area of responsibility (C6) | 4 | 6 | 25 | | O (12) | O (19) | |
| Develop working relationships with colleagues (D1) | 2 | 3 | 15 | M (2) | O (15) | | |
| Develop working relationships with colleagues and stakeholders (D2a) | 4 | 4 | 20 | | O (13) | O (20) | |
| Work productively with colleagues and stakeholders (D2b) | 5 | 6 | 30 | | | M (4) | |
| Recruit staff in own area of responsibility (D3a) | 5 | 4 | 25 | | O (14) | O (21) | |
| Examine staff turnover issues in own area of responsibility (D3b) | 5 | 4 | 25 | | | O (7) | |
| Plan an organisation's workforce (D4) | 7 | 9 | 35 | | | | O (6) |
| Plan, allocate and monitor work of a team (D5) | 3 | 5 | 25 | O1 (4) | M (3) | | |
| Plan, allocate and monitor work in own area of responsibility (D6) | 4 | 5 | 25 | | O (16) | O (22) | |
| Support learning and development within own area of responsibility (D7) | 4 | 5 | 25 | | O (17) | O (23) | |
| Address performance problems affecting team members (D8) | 4 | 3 | 20 | | O (18) | O (24) | |
| Build, support and manage a team (D9) | 4 | 4 | 20 | | O (19) | O (25) | |
| Manage conflict in a team 3 (D10) | | 3 | 20 | O2 (8) | O (20) | | |
| Lead and manage meetings (D11) | 3 | 4 | 20 | O2 (9) | O (21) | | |
| Participate in meetings (D12) | 2 | 2 | 10 | O2 (10) | O (22) | | |
| Support individuals to develop and take responsibility for their performance (D13) | 4 | 4 | 20 | | O (23) | O (26) | |
| Know how to follow disciplinary procedures (D14) | 4 | 4 | 20 | | O (24) | O (27) | |
| Managing grievance procedures (D15) | 4 | 3 | 10 | | O (25) | O (28) | |
| Support the management of redundancies in own area of responsibility (D16) | 4 | 3 | 15 | | O (26) | O (29) | |
| Developing collaborative relationships with other organisations (D17) | 5 | 7 | 30 | | | O (8) | |
| Manage a budget for own area of activity or work (E1) | 5 | 7 | 30 | | | O (42) | O (15) |
| Obtain additional finance for an organisation (E3) | 7 | 10 | 40 | | | | O (7) |
| Promote the use of technology within an organisation (E4) | 5 | 6 | 30 | | | O (9) | |

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|---|---|---|---|---|---|---|---|
| Develop and implement a risk assessment plan in own area of responsibility (E6) | 4 | 6 | 20 | | O (27) | O (30) | |
| Manage health and safety across an organisation (E7) | 5 | 6 | 25 | | | O (10) | |
| Manage physical resources (E8) | 4 | 3 | 25 | | O (28) | O (31) | |
| Manage the environmental impact of work activities (E9) | 4 | 5 | 10 | | O (29) | O (32) | |
| Make effective decisions (E10) | 3 | 3 | 10 | O2 (11) | O (30) | | |
| Communicate information and knowledge (E11) | 2 | 3 | 10 | M (3) | O (32) | | |
| Manage knowledge in own area of responsibility (E12) | 3 | 4 | 15 | O2 (12) | O (31) | | |
| Promote knowledge management across an organisation (E13) | 7 | 7 | 30 | | | | O (8) |
| Procure supplies (E15) | 3 | 2 | 20 | O2 (13) | O (33) | | |
| Manage a tendering process (E16) | 4 | 4 | 20 | | O (34) | O (33) | |
| Outsource organisational processes (E17) | 6 | 8 | 40 | | | O (43) | O (16) |
| Plan and manage a project (F1) | 4 | 8 | 30 | | O (35) | O (34) | |
| Manage a programme of complimentary projects (F2) | 6 | 8 | 30 | | | O (44) | O (17) |
| Design and manage the business processes (F3a) | 7 | 6 | 30 | | | | O (10) |
| Monitor and review business processes (F3b) | 5 | 3 | 20 | | | O (11) | |
| Develop and implement marketing plans (F4) | 4 | 6 | 25 | | O (36) | O (35) | |
| Analyse the market in which your organisation operates (F9) | 4 | 5 | 25 | | O (37) | O (36) | |
| Develop a customer-focused organisation (F10) | 5 | 5 | 25 | | | O (12) | |
| Manage the achievement of customer satisfaction (F11) | 4 | 5 | 25 | | O (38) | O (37) | |
| Improve organisational performance (F12) | 7 | 10 | 40 | | | | O (11) |
| Manage quality systems (F13) | 7 | 10 | 40 | | | | O (9) |
| Prepare and support quality audits (F14) | 4 | 4 | 20 | | O (39) | O (38) | |
| Conduct a quality audit (F15) | 6 | 6 | 30 | | | O (13) | |
| Manage product development and marketing (F16) | 5 | 7 | 30 | | | O (14) | |
| Manage customer service in own area of responsibility (F17) | 3 | 4 | 25 | O2 (14) | O (40) | | |
| **Mandatory unit credit** | | | | **10** | **14** | **23** | **27** |
| **Optional group 1 minimum credit** | | | | **5** | **11** | **15\*** | **18** |
| **Optional group 2 minimum credit** | | | | **2** | **na** | **na** | **na** |
| **Total credit required** | | | | **17** | **25** | **38** | **45** |

\* three of these optional credits must be at Level 5 or above

# Assessment

These OCR qualifications are competence-based. This means that they are used to assess an individual's ability to competently perform a range of tasks connected with their work.  To gain this qualification the candidate must demonstrate their competence to the level described in the units.

Assessment of candidate competence will be carried out in the workplace by trained assessors and the quality of this assessment is confirmed by trained internal verifiers.  OCR will monitor the quality of each centre's operations during visits from the Management external verification team.

To achieve this qualification each candidate must prove that they can consistently and competently meet the Assessment Criteria listed for each Learning Outcome and meet all Assessment Requirements.

# Progression opportunities

OCR offers a range of other QCF qualifications relevant to Management and Leadership.  The other qualification areas where OCR qualifications may be of interest include:

Administration
Customer Service
Contact Centres
Information Technology
Learning Skills
Teaching/Training

Full details of the available qualifications in each of these areas may be found on the OCR website **www.ocr.org.uk**.

# Form of assessment

Like all NVQs, these qualifications are competence-based. This means that they are linked to a person's ability to competently perform a range of tasks connected with their work.

These qualifications are internally assessed and internally verified by centre staff and externally verified by OCR Assessors.

# Certification

There will be opportunities for candidates to claim both full qualification and unit certificates.  The full qualification certificate will show the qualification title and regulatory accreditation details.  The unit certificate will show the full unit information, including unit accreditation number and credit value of the unit achieved.  The qualification within which the unit credit has been gained will also be shown.

# Qualification support

OCR's website, **www.ocr.org.uk**, contains areas dedicated to these qualifications. The Centre Handbook, including guidance on the assessment, the units and forms to record assessments can all be downloaded from this area.  You will also find more information on the QCF by following links from the home page.

If you need clarification on any aspect of the assessment or administration of these qualifications, please contact OCR's Customer Contact Centre on 024 76 851509.

OCR runs a regular programme of training workshops for tutors, assessors and verifiers. For more details, please contact OCR's Training and Customer Support Team on 024 76 496398.

# What to do next?

To seek approval to offer this qualification, please apply on-line following the step-by-step guide to applying for approval for vocational qualifications indicated on our 'Centre Approval' webpage.

You might be interested to know that OCR staff are available to help with any aspect of setting up a vocational assessment centre. Through an advisory telephone call or a centre visit, we can assist, not only with the completion of the form, but also provide advice on the following areas:

- identifying potential learners and marketing opportunities
- meeting OCR requirements
- identifying resourcing levels, both in terms of staff and equipment
- the documents you might need for the benefit of the learners and a smooth running centre operation

For further information, please get in touch with our **Customer Contact Centre** by phone: (**024 7685 1509**); email: **vocational.qualifications@ocr.org.uk**; or in writing: OCR Customer Contact Centre, OCR, Coventry Office, Westwood Way, Coventry, CV4 8JQ.

A summary of how the approval process works is provided in our **Admin Guide for Vocational Qualifications** (publication ref. code: A850). Our **Fees Booklet** (publication ref. code: A250) lists the charges for centre evaluation, learner entries and certification. Both publications are available to download from our website **www.ocr.org.uk**