

Management and Leadership

Team Leading

Management

OCR Level 2 NVQ in Team Leading

OCR scheme code 05565

OCR Level 3 NVQ in Management

OCR scheme code 05566

OCR Level 4 NVQ in Management

OCR scheme code 05567

OCR Level 5 NVQ in Management

OCR scheme code 05568

Who are these NVQs for?

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

What is its purpose?

The aim of these qualifications is to recognise the skills and competences of candidates in the workplace. These qualifications provide individuals with an opportunity to demonstrate the skills and knowledge needed for a career in Management and Leadership. The units encompass a broad range of competencies from the Management and Leadership sector.

What are the benefits of these NVQs?

Employees will benefit from:

- A clearer understanding of their responsibility within their organisation
- The opportunity to develop new skills
- The recognition of existing skills

Employers will benefit from:

- Improved staff performance and motivation
- Improvements in the quality of service to customers
- The opportunity to improve customer retention levels

What are the structures of these NVQs?

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

Unit Title	OCR Level 2 NVQ in Team Leading	OCR Level 3 NVQ in Management	OCR Level 4 NVQ in Management	OCR Level 5 NVQ in Management
A1. Manage your own resources	M			
A2. Manage your own resources and professional development		M	O	O
A3. Develop your personal networks			O	O
B1. Develop and implement operational plans for your area of responsibility			M	
B2. Map the environment in which your organisation operates				O
B3. Develop a strategic business plan for your organisation				O
B4. Put the strategic business plan into action				O
B5. Provide leadership for your team	M			
B6. Provide leadership in your area of responsibility		M	O	
B7. Provide leadership for your organisation				M
B8. Ensure compliance with legal, regulatory, ethical and social requirements			O	O
B9. Develop the culture of your organisation				O
B10. Manage risk				O
B11. Promote equality of opportunity and diversity in your area of responsibility		O	O	
B12. Promote equality of opportunity and diversity in your organisation				O
C1. Encourage innovation in your team	O			
C2. Encourage innovation in your area of responsibility		O	M	
C3. Encourage innovation in your organisation				M
C4. Lead change			O	O
C5. Plan change		O	O	O
C6. Implement change		O	O	O
D1. Develop productive working relationships with colleagues	M	O		
D2. Develop productive working relationships with colleagues and stakeholders			M	O
D3. Recruit, select and keep colleagues		O	O	
D4. Plan the workforce				O
D5. Allocate and check work in your team	O			
D6. Allocate and monitor the progress and quality of work in your area of responsibility		M	O	
D7. Provide learning opportunities for colleagues	O	O	O	O
D8. Help team members address problems affecting their performance	O	O		
D9. Build and manage teams		O		
D10. Reduce and manage conflict in your team			O	
D11. Lead meetings		O	O	
D12. Participate in meetings	O	O		
E1. Manage a budget		O		
E2. Manage finance for your area of responsibility			O	
E3. Obtain additional finance for the organisation				O
E4. Promote the use of technology within your organisation				O
E5. Ensure your own actions reduce risks to health and safety	M			
E6. Ensure health and safety requirements are met in your area of responsibility		M	M	
E7. Ensure an effective organisational approach to health and safety				M
E8. Manage physical resources			O	
E9. Manage the environmental impact of your work		O	O	
E10. Take effective decisions		O	O	
E11. Communicate information and knowledge		O		
F1. Manage a project		O	O	
F2. Manage a programme of complementary projects			O	O
F3. Manage business processes			M	
F4. Develop and review a framework for marketing				O
F5. Resolve customer service problems	O			
F6. Monitor and solve customer service problems		O		
F7. Support customer service improvements	O			
F8. Work with others to improve customer service		O	O	
F9. Build your organisation's understanding of its market and customers			O	O
F10. Develop a customer focussed organisation				O
F11. Manage the achievement of customer satisfaction			O	
F12. Improve organisational performance				M

Who is involved in the delivery of these NVQs?

Assessment centre

Any organisation, whether it is a place of employment, college, school or private training organisation can be approved to offer these qualifications, as long as it meets the criteria set out in the OCR publication Administrative Guide to Verified Qualifications (reference code L526). This includes being able to provide suitable assessors and internal verifiers (For more information on how to become an OCR-approved assessment centre see section **Further support and information**).

Once approved, an **assessment centre** will register candidates for the NVQ and allocate each candidate an **assessor** or **assessors**.

Trainer

The trainer/teacher will develop a candidate's knowledge, understanding and skills in relation to the NVQ that is being undertaken.

Trainers/teachers will:

- provide opportunities for learning
- provide ongoing mentoring to the candidate, including review and feedback on learning experiences and development of competence
- provide opportunities for a candidate to practice what they have learnt.

Assessor

Assessors or teachers will be appointed by approved centres to assess candidate performance and judge the validity of assessments.

The criteria for appointing assessors are set out in the Centre Handbook, in section '**Assessor and internal verifier requirements**'. An assessor may be a candidate's line manager, a tutor at college or someone specially appointed to this role. Assessments may also be carried out by a team of assessors.

The roles of trainer/teacher and assessor are inextricably linked and may be carried out by the same person, however, training activities must be clearly separated from assessment and only assessed evidence of competence should be presented as evidence towards the NVQ.

Internal verifier

Internal verifiers will be appointed by approved centres to ensure the quality and consistency of assessments within the centre.

Each assessor's work must be checked and confirmed by an internal verifier who is centre-appointed. The criteria for appointing internal verifiers are set in the section **Assessor**

and internal verifier requirements. The internal verifier checks and standardises assessment decisions made by the assessors in the centre.

The internal verifier will observe assessors carrying out assessments, review assessment decisions from the evidence provided and hold meetings with the assessment team to ensure consistency in the use of paperwork and interpretation of the qualification's requirements.

External verifier

The **external verifier** checks the assessment and internal verification processes and decisions made in the centre, and authorises the claims for certificates. The external verifier is appointed by OCR.

How are these NVQs assessed?

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.

To gain an NVQ a candidate must achieve the level of competence described in the NVQ units of competence.

What are the important assessment requirements for these NVQs?

There is no one assessment method that is more suitable for these NVQs over another. However, it is important that observation by an assessor of a candidate doing something is carried out along with a suitable balance of tangible evidence. The Centre Handbook contains further information.

What to do next?

Centres considering seeking approval to offer these qualifications (or any other qualification we offer) might be interested to know that OCR staff are available to help with any aspect of setting up an assessment centre. Through an advisory telephone call or visit centres can benefit from experience gained in existing centres. Many centres ask for help in the following areas:

- identifying potential candidates and marketing opportunities
- meeting OCR requirements
- identifying resourcing levels both in terms of staff and equipment

- the documents needed, both for the benefit of future candidates and to ensure a smooth-running operation
- help in filling in centre approval forms.

NVQ Start Up is a service for potential and new Centres, which can provide the infrastructure to support all aspects of NVQ provision.

Further information may be requested from the OCR Customer Contact Centre, OCR, Coventry Office, Westwood Way, Coventry, CV4 8JQ Telephone (024) 76 851509 or email vocational.qualifications@ocr.org.uk

- The OCR fees booklet (A250), which includes charges for centre evaluation, candidate registration and certification, may be downloaded from the OCR website
- Full details of how to apply to become an OCR centre are given in the Administrative Guide to Verified Qualifications (L526) which is included in the Centre Approval Pack, which is available from the Customer Contact Centre. This publication may also be downloaded from the OCR website.

Please contact the Customer Contact Centre if you would like further information on any of the above qualifications.

Who developed the standards for these qualifications?

These NVQs are based on the national occupational standards developed by the Management Standards Centre (MSC). They are the government-approved standards setting body for Management.

The address is:
 Management Standards Centre
 3rd Floor
 17-18 Hayward's Place
 London
 EC1R 0EQ

www.management-standards.org

What other related OCR qualifications are available?

Other related OCR qualifications include:

OCR Level 1 Certificate in Administration
 OCR Level 2 Certificate in Administration
 OCR Level 2 Diploma in Administration
 OCR Level 3 Certificate in Administration
 OCR Level 3 Diploma in Administration

OCR Levels 1-3 Certificate in Text Processing

OCR Levels 1-4 NVQ in Customer Service
 OCR Level 2 Certificate in Customer Service
 OCR Level 3 Certificate in Customer Service

OCR Levels 1-3 NVQ for IT Users

OCR Nationals at Levels 1, 2 and 3 (available across a range of sectors)

www.ocr.org.uk
 OCR customer contact centre

Vocational qualifications

Telephone 024 76 851509
 Facsimile 024 76 421944

Email vocational.qualifications@ocr.org.uk

General qualifications

Telephone 01223 553998
 Facsimile 01223 552627

Email general.qualifications@ocr.org.uk

OCR

1 Hills Road, Cambridge CB1 2EU
 Telephone 01223 552552

Facsimile 01223 553377

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