# Qualification Specification:

**OCN NI Level 5 Award in Leadership and Management**

- **Qualification No: 603/7908/X**

**OCN NI Level 5 Certificate in Leadership and Management**

- **Qualification No: 603/7907/8**

# 1. Specification Updates

Key changes have been listed below:

| Section | Detail of change | Version and date of Issue |
|---|---|---|
| Specification | New format | V2.0 – November 2025 |
| | | |
| | | |

# 2. Contents


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# 3. Introduction to Open College Network Northern Ireland (OCN NI)

The Open College Network Northern Ireland (OCN NI) is a UK recognised awarding organisation based in Northern Ireland. We are regulated by CCEA Regulation to develop and award regulated professional and technical (vocational) qualifications from Entry Level up to and including Level 5 across all sector areas. In addition, OCN NI is also regulated by Ofqual to award qualifications in England.

OCN NI is also an educational charity that advances education by developing nationally recognised qualifications and recognising the achievements of learners. We work with centres such as Further Education Colleges, Private Training Organisations, Voluntary & Community Organisations, Schools, SME's and Public Sector bodies to provide learners with opportunities to progress into further learning and/or employment. OCN NI's Strategic Plan can be found on the OCN NI website www.ocnni.org.uk.

For further information on OCN NI qualifications or to contact us, you can visit our website at www.ocnni.org.uk. The website should provide you with details about our qualifications, courses, contact information, and any other relevant information you may need.

## OCN NI Contact Details

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# 4. About this Specification

This specification details OCN NI's specific requirements for the delivery and assessment of the **OCN NI Level 5 Award and Certificate in Leadership and Management.**

This specification will provide guidelines for centres to ensure the effective and correct delivery of these qualifications. OCN NI qualification specifications are based on research and engagement with the practitioner community to ensure they provide appropriate skills and knowledge for learners.

The qualification specification will detail the following aspects of the OCN NI Level 5 Award and Certificate in Leadership and Management .

- **Qualification Features**: this includes the key characteristics and features of these qualifications, such as their intended audience, purpose, and credit value.

- **Centre Requirements:** this details the prerequisites and obligations that centres must fulfil to be eligible to deliver and assess these qualifications. These include guidelines on staff qualifications, resources, and required procedures.

- **Structure and Content:** this details the structure and content of the qualifications including units, and any specific content that learners will be required to study.

- **Assessment Requirements:** this details assessment criteria and assessment methods for these qualifications, ensuring that summative assessment approaches are clear.

- **Quality Assurance:** the quality and consistency of delivery and assessment of these qualifications are of paramount importance to OCN NI. The mandatory quality assurance arrangements including processes for internal and external quality assurance that all centres offering these qualifications must adhere to are detailed.

- **Administration:** guidance on the administrative aspects of delivering these qualifications, including registration, certification, and record-keeping.

- Reference to other handbooks and policies as appropriate to the qualifications.

It is important to note that OCN NI will communicate any significant updates or changes to this specification in writing to our centres. Additionally, we will make these changes available on our official website at www.ocnni.org.uk.

To stay current, please refer to the online version of this specification as it is the most authoritative and up-to-date publication. Be aware that downloaded and printed copies may not reflect the latest revisions.

## 4.1 Additional Support

OCN NI offers a comprehensive range of support services designed to assist centres in meeting the delivery and quality assurance requirements of OCN NI qualifications. These services include:

- **Learner Assessment Booklets**: These booklets are created to assist learners in demonstrating the fulfilment of assessment criteria and organising the quality assurance prerequisites for each individual unit.

- **Specimen Assessment Materials**: These booklets are created to assist learners in demonstrating the fulfilment of assessment criteria and organising the quality assurance prerequisites for each individual unit.

- **Qualification Support Pack**: A support pack has been developed to support centres in the delivery of these qualifications. The pack includes planning and assessment templates, guides to best practice, etc.

- **Professional Development for Educators**: OCN NI provides opportunities for professional development tailored to meet the various needs of practitioners and quality assurance staff. Centres can join our training sessions, available in both face-to-face and online formats, or explore a wealth of training materials by visiting www.ocnni.org.uk

- **OCN NI Subject Advisors**: Our team of subject advisors offers vital information and support to centres. They provide guidance on specification details, non-exam assessment advice, updates on resource developments, and various training opportunities. They actively engage with subject communities through an array of networks to facilitate the exchange of ideas and expertise, to support practitioners to provide quality education programs to learners.

All centres can access information, support and guidance to support the delivery and quality assurance of these qualifications by contacting their designated Business Development Advisor or by contacting us on Contact Us | OCN NI

# 5. About these Qualifications

## 5.1 Qualification Regulation Information

OCN NI Level 5 Award in Leadership and Management
Qualification Number: 603/7908/X

OCN NI Level 5 Certificate in Leadership and Management
Qualification Number: 603/7907/8

Operational start date: 01 October 2021
Review date: 30 September 2031

The qualifications' operational start and end dates define the regulated qualifications' lifecycle. The operational end date is the final date for learner registration, while learners have until the certificate end date to complete the qualifications and receive their certificates.

It is important to note that all OCN NI regulated qualifications are listed on the Register of Regulated Qualifications (RQF), which can be found at Ofqual Register. This register is maintained by Ofqual in England and CCEA Regulation in Northern Ireland. It contains information about qualifications that are regulated and accredited. It is a key resource for learners, employers, and educational institutions to verify the status and recognition of qualifications.

Centres must adhere to administrative guidelines diligently, with special attention to the fact that fees, registration, and certification end dates for the qualification may be subject to changes. It is a centre's responsibility to make itself aware of updates on any modifications to ensure compliance with the latest requirements. OCN NI provides centres with timely updates through various channels including website, newsletters and through this specification. Information on qualification fees can be found on the Centre Login section of the OCN NI website www.ocnni.org.uk .

## 5.2 Sector Subject Area

A subject sector area is a specific category used to classify academic and vocational qualifications. Subject sector areas are part of the educational and qualifications framework to organise and categorise qualifications. The sector subject for these qualifications is:

**Subject Area:** **15.3 Business management**

**NOS:** management-leadership-nos-2021.pdf (see each unit for specific NOS)

## 5.3 Grading

Grading for these qualifications is pass/fail.

## 5.4 Qualifications' Aim and Objectives

### Qualifications' Aim

The aim of the OCN NI Level 5 Award and Certificate in Leadership and Management is to provide individuals with the knowledge and skills to develop leadership and management skills.

### Qualifications' Objectives

The objectives of the OCN NI Level 5 Award and Certificate in Leadership and Management are to provide the learner with the skills and knowledge to be able to:

- plan and lead teams
- manage performance in the workplace
- manage workplace investigations, grievances and disciplinary issues
- manage absence and supporting staff mental health and well being
- manage recruitment and selection
- analyse budgets and management reports

## 5.5 Target Learners

These qualifications are targeted at individuals who are new or existing managers or individuals who wish to progress into leadership and management roles.

## 5.6 Entry Requirements

The learner should have at least 5 GCSEs including English and Maths or equivalent qualifications. Learners should be at least 18 years of age.

## 5.7 Progression

The OCN NI Level 5 Award in Leadership and Management allows for progression to the OCN NI Level 5 Certificate in Leadership and Management and from there to further learning in this area and/or relevant employment.

## 5.8 Delivery Language

These qualifications are exclusively available in English. If there is a desire to offer these qualifications in Welsh or Irish (Gaeilge), we encourage you to get in touch with OCN NI. They will assess the demand for such provisions and, if feasible, provide the qualification in the requested language as appropriate.

# 6. Centre Requirements for Delivering these Qualifications

## 6.1 Centre Recognition

New and existing OCN NI recognised centres must apply for and be granted approval to deliver these qualifications prior to the commencement of delivery.

## 6.2 Qualification Approval

Once a centre has successfully undergone the Centre Recognition process, it becomes eligible to apply for qualification approval. The centre's capability to meet and sustain the qualification criteria will be assessed. Throughout the qualification approval process, OCN NI will aim to ensure that:

- centres possess suitable physical resources (e.g., equipment, IT, learning materials, teaching rooms) to support qualification delivery and assessment
- centre staff involved in the assessment process have relevant expertise and/or occupational experience
- robust systems are in place for ensuring ongoing professional development for staff delivering the qualifications
- centres have appropriate health and safety policies concerning learner equipment use
- qualification delivery by centres complies with current equality and diversity legislation and regulations
- as a part of the assessment process for these qualifications it may be useful for learners to have access to a practical work setting

## 6.3 Centre Staffing

To offer these qualifications centres are mandated to establish the following roles as a minimum, although a single staff member may serve in more than one capacity*:

- Centre contact
- Programme Co-ordinator
- Assessor
- Internal Quality Assurance (IQA)

*Note: An individual cannot serve as an IQA for their own assessments.

## 6.4 Tutor Requirements

Tutors responsible for delivering these qualifications are expected to possess a high degree of occupational competency. They should meet the following criteria:

- **Occupational Competency:** Tutors should demonstrate a clear understanding of the subject matter, including up-to-date knowledge. They must be either qualified to at least one level higher than the qualification or have a minimum of three years' experience in a leadership or management role. This competence should enable them to effectively impart knowledge and practical skills to learners.

- **Qualifications:** Tutors should hold qualifications at a level that is at least one level higher than the qualification they are teaching. This ensures that they have the necessary academic foundation to provide in-depth guidance and support to learners.

These requirements collectively ensure that learners receive instruction from highly qualified and experienced instructors, thereby enhancing the quality and effectiveness of their educational experience.

## 6.5 Assessor Requirements

The assessment of these qualifications takes place within the centre and is subjected to OCN NI's rigorous quality assurance procedures. The achievement of individual units is based on the criteria defined in each unit.

Assessors play a pivotal role in ensuring the validity and fairness of assessments. They are required to meet the following criteria:

- **Occupational Competency:** Assessors should possess a high degree of occupational competency in the relevant subject matter. This expertise enables them to accurately evaluate and measure a learner's knowledge and skills. Additionally, they should be qualified to at least one level higher than the qualification or have a minimum of three years' experience in the area they are assessing, ensuring their in-depth understanding of the subject matter.

- **Assessment Expertise:** Assessors should have direct or related experience in the field of assessment. This includes knowledge of best practices in designing, conducting, and grading assessments. Their expertise ensures that assessments are both fair and valid.

- **Assessors Qualification:** Assessors should hold or be currently undertaking a recognised assessor's qualification; or must have attended the OCN NI Assessment Training.

- **Comprehensive Assessment Oversight:** Assessors are responsible for evaluating all assessment tasks and activities comprehensively. They must thoroughly review and assess each element to ensure a fair and accurate representation of a learner's skills and knowledge.

These rigorous requirements uphold the quality and integrity of the qualification's assessment process, ensuring that learners receive a fair and reliable evaluation of their competencies.

## 6.6 Internal Quality Assurer Requirements

The Internal Quality Assurer plays a crucial role in the centre's internal quality assurance processes. The centre must designate a skilled and trained IQA who assumes the role of an internal quality monitor responsible for verifying the delivery and assessment of the qualifications.

The Internal Quality Assurer for these qualifications must meet the following criteria:

- **IQA Expertise:** IQA should have direct or related experience in the field of verification and have at least three year's occupational experience in the areas they are internally quality assuring. This includes knowledge of best practices in designing, conducting, and grading assessments. Their expertise ensures that assessments are both fair and valid.
- **IQA Qualification:** IQA should hold or be currently undertaking a recognised IQA qualification; or must have attended the OCN NI IQA Training.
- **Thorough Evaluation of Assessment Tasks and Activities:** IQA are tasked with conducting in-depth reviews and assessments of all assessment tasks and activities. Their responsibility is to ensure a comprehensive and meticulous oversight of each element to guarantee a just and precise reflection of a learner's abilities and knowledge and to ensure that all assessment and quality assurance requirements are fulfilled.

# 7. Qualification Structure

## 7.1 Qualification Purpose

The OCN NI Level 5 Award and Certificate in Leadership and Management are unitised qualifications on a scale of pass or fail. Learners are expected to demonstrate a comprehensive understanding of the subject matter, ensuring a level of proficiency.

## 7.2 Qualification Level

In the context of the OCN NI Level 5 Award and Certificate in Leadership and Management it is essential to understand the significance of qualification levels, as they play a pivotal role in assessing the depth and complexity of knowledge and skills required for successful attainment. These qualifications align with Level 5, which signify an advanced level of difficulty and intricacy. It's important to note that qualification levels in the educational framework range from Level 1 to Level 8, complemented by three 'entry' levels, namely Entry 1 to Entry 3.

## 7.3 Qualification Size

### Total Qualification Time (TQT)

This represents the total amount of time a learner is expected to spend to complete the qualification successfully. It includes both guided learning hours (GLH) and independent study or additional learning time.

### Guided Learning Hours (GLH)

These are the hours of guided instruction and teaching provided to learners. This may include classroom instruction, tutorials, or other forms of structured learning.

| **OCN NI Level 5 Award in Leadership and Management** | |
|---|---|
| Total Qualification Time (TQT): | 60 hours |
| | |
| Total Credits Required: | 6 credits |
| Guided Learning Hours (GLH): | 16 hours |
| **OCN NI Level 5 Certificate in Leadership and Management** | |
| Total Qualification Time (TQT): | 180 hours |
| | |
| Total Credits Required: | 18 credits |
| Guided Learning Hours (GLH): | 48 hours |

## 7.4 How to Achieve the Qualifications

To achieve the **OCN NI Level 5 Award in Leadership and Management** learners must complete 6 credits from any of the units.

To achieve the **OCN NI Level 5 Certificate in Leadership and Management** learners must complete all six units for a total of 18 credits.

# 8. Assessment Structure

These qualifications are assessed through internal assessment and each unit is accompanied by specific assessment criteria that define the requirements for achievement.

## 8.1 Assessment Guidance: Portfolio

The portfolio for these qualifications is designed to provide a comprehensive view of a learner's skills and knowledge. It is a holistic collection of evidence that may include a single piece of evidence that satisfies multiple assessment criteria. There is no requirement for learners to maintain separate evidence for each assessment criterion.

When learners are creating their portfolio, they should refer to the assessment criteria to understand the evidence required.

It is essential that the evidence in the portfolio reflects the application of skills in real-world situations. Learners should ensure that they provide multiple examples or references whenever the assessment criteria require it.

## 8.2 Understanding the Units

The units outlined in this specification establish clear assessment expectations. They serve as a valuable guide for conducting assessments and ensuring quality assurance efficiently. Each unit within this specification follows a consistent structure. This section explains the operational framework of these units. It is imperative that all educators, assessors, Internal Quality Assurers, and other personnel overseeing the qualification review and familiarise themselves with this section to ensure a comprehensive understanding of how these units function.

- **Title:** The title will reflect the content of the unit and should be clear and concise.
- **Level:** A unit can have one of six RQF levels: Entry, One, Two, Three, Four or Five. All units within these qualifications are Level 5.
- **Credit Value:** This describes the number of credits ascribed to a unit. It identifies the number of credits a learner is awarded upon successful achievement of the unit. One credit is awarded for the learning outcomes which a learner, on average, might reasonably be expected to achieve in a notional 10 hours of learning.
- **Learning Outcome:** A coherent set of measurable achievements.
- **Assessment Criteria:** These enable a judgement to be made about whether or not, and how well, the students have achieved the learning outcomes.
- **Assessment Guidance and Methods:** These detail the different assessment methods within the unit that may be used.
- **Unit Content:** This provides indicative content to assist in teaching and learning.

# 9. Qualification Summary by Unit

**OCN NI Level 5 Award in Leadership and Management**

Total Qualification Time (TQT) for this qualification: 60 hours
Guided Learning Hours (GLH) for this qualification: 16 hours

In order to achieve the OCN NI Level 5 Award in Leadership and Management the learner must successfully complete 6 credits from any of the units.

**OCN NI Level 5 Certificate in Leadership and Management**

Total Qualification Time (TQT) for this qualification: 180 hours
Guided Learning Hours (GLH) for this qualification: 48 hours

In order to achieve the OCN NI Level 5 Certificate in Leadership and Management , the learner must successfully complete all six units for 18 credits.

| Unit Reference Number | OCN NI Unit Code | Unit Title | Credit Value | GLH | Level |
|---|---|---|---|---|---|
| J/618/8517 | CBF473 | Budgets and Management Reports | 3 | 8 | Five |
| L/618/8518 | CBF474 | Leading Teams | 3 | 8 | Five |
| R/618/8519 | CBF475 | Managing Absence and Supporting Employee Mental Health and Well-being | 3 | 8 | Five |
| J/618/8520 | CBF476 | Managing Performance in the Workplace | 3 | 8 | Five |
| L/618/8521 | CBF477 | Conducting Effective Workplace Investigations | 3 | 8 | Five |
| R/618/8522 | CBF478 | Recruitment and Selection | 3 | 8 | Five |

# 10. Unit Content

| | |
|---|---|
| Title | Budgets and Management Reports |
| Level | Five |
| Credit Value | 3 |
| Guided Learning Hours (GLH) | 8 |
| OCN NI Unit Code | CBF473 |
| Unit Reference No | J/618/8517 |
| *Unit purpose and aim(s):* This unit will enable the learner to understand how to develop and use management reports including finance reports. | |

| Learning Outcomes | Assessment Criteria |
|---|---|
| 1. Understand how to analyse and manage a budget. | 1.1. Research and explain the budgeting cycle of a given organisation.<br>1.2. Research methods for developing and managing a budget justifying selection for organisation identified in AC 1.1.<br>1.3. Analyse and manage a budget for a given period of time for the organisation identified in AC 1.1 explaining how this informs decision making. |
| 2. Understand how to use management reports to inform decision making. | 2.1. Summarise various management reports used to inform decision making.<br>2.2. Research and explain using examples, approaches taken within a given organisation to analyse management reports and how these inform decision making. |

**Assessment Guidance**
**NOS: management-leadership-nos-2021.pdf**
**management-leadership-nos-2021.pdf**

The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

| Assessment Method | Definition | Possible Content |
|---|---|---|
| Portfolio of evidence | A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes<br>OR<br>A collection of documents containing work that shows the learner's progression through the course | Learner notes/written work<br>Learner log/diary<br>Peer notes<br>Record of observation<br>Record of discussion |
| Practical demonstration/assignment | A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge | Record of observation<br>Learner notes/written work<br>Learner log |

| | | |
|---|---|---|
| Coursework | Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course | Record of observation<br>Learner notes/written work<br>Tutor notes/record<br>Learner log/diary |
| E-assessment | The use of information technology to assess learners' work | Electronic portfolio<br>E-tests |

| | |
|---|---|
| Title | Leading Teams |
| Level | Five |
| Credit Value | 3 |
| Guided Learning Hours (GLH) | 8 |
| OCN NI Unit Code | CBF474 |
| Unit Reference No | L/618/8518 |
| *Unit purpose and aim(s):* This unit will enable the learner to understand and be able to demonstrate effective leadership skills. | |

| Learning Outcomes | Assessment Criteria |
|---|---|
| 1. Understand how an organisation's vision, mission, values, strategy and planning cycle relates to the role of a manager and team objectives. | 1.1. Research a given organisation's vision, mission, values and strategy and evaluate how this relates to a given manager's role.<br>1.2. Summarise how a given organisation's planning cycle informs team objectives.<br>1.3. Explain how to develop and communicate team objectives which support a given organisation's strategy and vision. |
| 2. Understand leadership and management styles. | 2.1. Research and evaluate the effectiveness of different leadership and management styles.<br>2.2. Evaluate own managerial style identifying possible areas for improvement. |
| 3. Understand delegation and how to manage own time effectively. | 3.1. Explain the importance of delegation<br>3.2. Evaluate the most effective approach for delegation for a given team to optimise time management.<br>3.3. Demonstrate how to prioritise work and manage conflicting priorities to optimise own time management. |
| 4. Be able to communicate effectively with stakeholders. | 4.1. Explain the importance of non-verbal communication and how this may influence others.<br>4.2. Demonstrate how to communicate effectively with different stakeholders including verbal and non-verbal communication. |
| 5. Know how to manage conflict. | 5.1. Illustrate how to manage conflict for each of the following situations:<br>a) between individuals<br>b) between multiple team members |

**Assessment Guidance**
**NOS: management-leadership-nos-2021.pdf**
**management-leadership-nos-2021.pdf**
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The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

| Assessment Method | Definition | Possible Content |
|---|---|---|
| Portfolio of evidence | A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes<br>OR<br>A collection of documents containing work that shows the learner's progression through the course | Learner notes/written work<br>Learner log/diary<br>Peer notes<br>Record of observation<br>Record of discussion |

| | | |
|---|---|---|
| Practical demonstration/assignment | A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge | Record of observation<br>Learner notes/written work<br>Learner log |
| Coursework | Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course | Record of observation<br>Learner notes/written work<br>Tutor notes/record<br>Learner log/diary |
| E-assessment | The use of information technology to assess learners' work | Electronic portfolio<br>E-tests |

| | |
|---|---|
| Title | Managing Absence and Supporting Employee Mental Health and Well-being |
| Level | Five |
| Credit Value | 3 |
| Guided Learning Hours (GLH) | 8 |
| OCN NI Unit Code | CBF475 |
| Unit Reference No | R/618/8519 |
| *Unit purpose and aim(s):* This unit will enable the learner to understand and be able to apply organisational absence policies and procedures and support employee mental health and well-being. | |

| Learning Outcomes | Assessment Criteria |
|---|---|
| 1. Be able to manage sickness absence of employees. | 1.1. Critically compare using examples, policies and procedures relating to the management of short and long-term absence due to illness.<br>1.2. Explain using examples how absence reporting procedures should be communicated to employees.<br>1.3. Demonstrate how to perform a return-to-work interview after sickness leave. |
| 2. Be able to manage maternity leave. | 2.1. Research and explain using examples approaches taken within a given organisation to support employees on maternity leave.<br>2.2. Demonstrate how to support employees who need to avail of maternity leave including:<br>a) appropriate communication with employees and human resources<br>b) completion of risk assessment<br>c) support for employees whilst on maternity leave<br>2.3. Support for employees returning to work. |
| 3. Understand the process for dealing with absence other than sickness or maternity leave. | 3.1. Summarise the process for dealing with at least two types of absence other than sickness or maternity leave. |
| 4. Be able to support the mental health and well-being of employees. | 4.1. Research and explain using examples, approaches taken within a given organisation to support the mental health and well-being of employees.<br>4.2. Demonstrate how to support employees that may be experiencing mental health and well-being issues including:<br>a) identification of potential issues<br>b) appropriate communication with employees and human resources<br>c) support for employees whilst on leave<br>d) support for employees returning to work |

| Assessment Guidance<br>NOS: management-leadership-nos-2021.pdf | | |
|---|---|---|
| The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered. | | |
| **Assessment Method** | **Definition** | **Possible Content** |
| Portfolio of evidence | A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes<br>OR<br>A collection of documents containing work that shows the learner's progression through the course | Learner notes/written work<br>Learner log/diary<br>Peer notes<br>Record of observation<br>Record of discussion |
| Practical demonstration/assignment | A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge | Record of observation<br>Learner notes/written work<br>Learner log |
| Coursework | Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course | Record of observation<br>Learner notes/written work<br>Tutor notes/record<br>Learner log/diary |
| E-assessment | The use of information technology to assess learners' work | Electronic portfolio<br>E-tests |

| | |
|---|---|
| Title | Managing Performance in the Workplace |
| Level | Five |
| Credit Value | 3 |
| Guided Learning Hours (GLH) | 8 |
| OCN NI Unit Code | CBF476 |
| Unit Reference No | J/618/8520 |
| Unit purpose and aim(s): This unit will enable the learner to understand and be able to apply an organisation's performance management processes. | |

| Learning Outcomes | Assessment Criteria |
|---|---|
| 1. Understand how to build a high-performance staff team. | 1.1. Research and evaluate approaches to building a high-performance staff team.<br>1.2. Explain how to set goals and objectives to inform team development plans. |
| 2. Be able to research, plan, prepare and conduct an effective appraisal meeting. | 2.1. Research examples of effective appraisal processes explaining how they contribute to performance management objectives.<br>2.2. Plan, prepare and conduct an effective appraisal meeting. |
| 3. Be able to evaluate coaching models and give constructive feedback to staff. | 3.1. Research and evaluate different coaching models.<br>3.2. Demonstrate how to give positive and constructive feedback in the management of staff including:<br>a) using open and probing questioning<br>b) using effective listening skills |
| 4. Know how to motivate individuals and teams. | 4.1. Research and evaluate approaches to motivate individuals and staff teams. |

**Assessment Guidance**
**NOS: management-leadership-nos-2021.pdf**
**management-leadership-nos-2021.pdf**

The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

| Assessment Method | Definition | Possible Content |
|---|---|---|
| Portfolio of evidence | A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes<br>OR<br>A collection of documents containing work that shows the learner's progression through the course | Learner notes/written work<br>Learner log/diary<br>Peer notes<br>Record of observation<br>Record of discussion |
| Practical demonstration/assignment | A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge | Record of observation<br>Learner notes/written work<br>Learner log |
| Coursework | Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course | Record of observation<br>Learner notes/written work<br>Tutor notes/record<br>Learner log/diary |
| E-assessment | The use of information technology to assess learners' work | Electronic portfolio<br>E-tests |

| | |
|---|---|
| Title | Conducting Effective Workplace Investigations |
| Level | Five |
| Credit Value | 3 |
| Guided Learning Hours (GLH) | 8 |
| OCN NI Unit Code | CBF477 |
| Unit Reference No | L/618/8521 |
| *Unit purpose and aim(s):* This unit will enable the learner to understand the processes of and be able to conduct an effective workplace investigation. | |

| Learning Outcomes | Assessment Criteria |
|---|---|
| 1. Understand workplace investigation processes. | 1.1. Explain the need for workplace investigations and how these relate to grievances and disciplinary processes.<br>1.2. Research and evaluate given workplace investigations including objectives, approaches taken and their effectiveness. |
| 2. Be able to demonstrate investigation skills and produce a workplace investigation report. | 2.1. Demonstrate key investigation skills while conducting a given workplace investigation including:<br>a) effective communication skills<br>b) questioning<br>c) planning<br>d) fact finding<br>2.2. Produce a clear, concise and objective workplace investigation report including appropriate recommendations. |

**Assessment Guidance**
**NOS: management-leadership-nos-2021.pdf**

The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

| Assessment Method | Definition | Possible Content |
|---|---|---|
| Portfolio of evidence | A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes<br>OR<br>A collection of documents containing work that shows the learner's progression through the course | Learner notes/written work<br>Learner log/diary<br>Peer notes<br>Record of observation<br>Record of discussion |
| Practical demonstration/assignment | A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge | Record of observation<br>Learner notes/written work<br>Learner log |
| Coursework | Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course | Record of observation<br>Learner notes/written work<br>Tutor notes/record<br>Learner log/diary |
| E-assessment | The use of information technology to assess learners' work | Electronic portfolio<br>E-tests |

| | |
|---|---|
| Title | Recruitment and Selection |
| Level | Five |
| Credit Value | 3 |
| Guided Learning Hours (GLH) | 8 |
| OCN NI Unit Code | CBF478 |
| Unit Reference No | R/618/8522 |
| *Unit purpose and aim(s):* This unit will enable the learner to understand and apply recruitment and selection policies and procedures. | |

| Learning Outcomes | Assessment Criteria |
|---|---|
| 1. Understand the impact of employment and equality legislation on recruitment and selection procedures. | 1.1. Research current employment and equality legislation in own region.<br>1.2. Explain using examples, how the legislation researched in AC 1.1 may affect an organisation's recruitment and selection procedures. |
| 2. Understand organisational recruitment and selection policy and procedures. | 2.1. Research a given organisation's recruitment and selection policy and procedures. |
| 3. Be able to conduct an effective candidate selection and interview process. | 3.1. Demonstrate how to effectively:<br>a) shortlist candidates fairly and consistently<br>b) interview candidates using appropriate questioning and listening techniques<br>c) keep accurate and comprehensive interview notes<br>d) use an interview scoring scale appropriately |

**Assessment Guidance**
**NOS: management-leadership-nos-2021.pdf**

The following assessment method/s may be used to ensure all learning outcomes and assessment criteria are fully covered.

| Assessment Method | Definition | Possible Content |
|---|---|---|
| Portfolio of evidence | A collection of documents containing work undertaken to be assessed as evidence to meet required skills outcomes<br>OR<br>A collection of documents containing work that shows the learner's progression through the course | Learner notes/written work<br>Learner log/diary<br>Peer notes<br>Record of observation<br>Record of discussion |
| Practical demonstration/assignment | A practical demonstration of a skill/situation selected by the tutor or by learners, to enable learners to practise and apply skills and knowledge | Record of observation<br>Learner notes/written work<br>Learner log |
| Coursework | Research or projects that count towards a learner's final outcome and demonstrate the skills and/or knowledge gained throughout the course | Record of observation<br>Learner notes/written work<br>Tutor notes/record<br>Learner log/diary |
| E-assessment | The use of information technology to assess learners' work | Electronic portfolio<br>E-tests |

# 11. Quality Assurance of Centre Performance

## 11.1 Internal Assessment

When delivering and assessing these qualifications, centres must align with stakeholders' expectations and address learners' needs by implementing a practical and applied programme. Centres have the flexibility to customise programmes to meet local requirements and establish connections with local employers and the broader vocational sector.

The Assessor should work with the Internal Quality Assurer to ensure that the assessment is planned in line with OCN NI requirements. Assessment Plans must be developed and approved by the Internal Quality Assurer prior to the delivery of the qualification.

All units within these qualifications must undergo internal assessment. Learners must provide evidence that they have appropriately met all assessment criteria required for that grade.

The assessment format for all units involves a task conducted after the delivery of the unit's content, or part of it, if multiple tasks are used. Tasks may exhibit in various forms, encompassing practical and written types. Please refer to 'OCN NI's Assessment Definitions Guide' for additional details.

A task constitutes a distinct activity completed independently by learners, separated from teaching, practice, exploration, and other activities guided by tutors. Tasks are assigned to learners with a specified start date, completion date, and explicit requirements for the evidence to be produced. Some tasks may include observed practical components and require diverse forms of evidence.

A valid assignment will enable a clear and formal assessment outcome, which meets the requirements of the assessment criteria. Assessment decisions are based on the specific assessment criteria given in each unit and set at each grade level. The way in which individual units are written provides a balance of assessment of understanding, practical skills and vocational attributes appropriate to the purpose of qualifications.

It is the Assessor's role to ensure that learners are appropriately prepared for assessment, this begins from induction onwards. Assessors should ensure that learners understand how assessment tasks are used to determine the award of credit, the importance of meeting assessment timelines, and that all learners work must be independently created, where source documents are used this should be appropriately referenced, learners should be aware of what would constitute plagiarism and the possible consequences.

When conducting the assessment, Assessors must ensure they do not provide direct input, instructions or specific feedback which may compromise the authenticity of the work submitted.

Once the Assessor has authenticated the learners work, they must transparently demonstrate the rationale behind their assessment decisions. Once a learner completes all assigned tasks for a unit, the Assessor will allocate a grade for the unit. Refer to the 'Unit Grading Matrix' for additional information on the grading process.

Once the Assessor has completed the assessment process for the task, the assessment decision is recorded formally, and feedback is provided to the learner. The feedback should show the learner the outcome of the assessment decision, how it was determined or where the criteria has been met, it may indicate to the learner why achievement of the assessment criteria has not been met. It must be clear to the learner that this Assessment outcome is subject to verification.

For further information on assessment practice, please see the 'OCN NI Centre Handbook'. Assessment Training is also available and can be booked through the OCN NI Website.

## 11.2 Internal Quality Assurance

The role of the Internal Quality Assurer is to ensure appropriate internal quality assurance processes are carried out. The Internal Quality Assurer must oversee that assessments are conducted in accordance with relevant OCN NI policies, regulations, and this specification.

The Internal Quality Assurer must ensure assessments are fair, reliable, and uniform, thereby providing a consistent standard for all learners.

Internal Quality Assurers are required to provide constructive feedback to Assessors, identifying areas of strength and those that may require improvement. This feedback contributes to the ongoing professional development of Assessors.

Contributing to the standardisation of assessment practices within the centre is an important function of this role. This entails aligning assessment methods, grading criteria, and decision-making processes to maintain fairness and equity.

Internal Quality Assurers will actively engage in the sampling and monitoring of assessments to ensure the consistency and accuracy of assessment decisions. This process helps identify trends, areas for improvement, and ensures the robustness of the overall assessment system.

For further information on Internal Quality Assurance practice, please see the 'OCN NI Centre Handbook'. Internal Quality Assurance Training is also available and can be booked through the OCN NI Website.

## 11.3 Documentation

For internal quality assurance processes to be effective, the internal assessment and Internal Quality Assurance team needs to keep effective records.

- The programme must have an assessment and Internal Quality Assurance plan. When producing a plan, they should consider:
    - the time required for training and standardisation activities
    - the time available to undertake teaching and carry out assessment,
    - consider when learners may complete assessments and when quality assurance will take place
    - the completion dates for different assessment tasks
    - the date by which the assignment needs to be internally verified
    - sampling strategies
    - how to manage the assessment and verification of learners' work so that they can be given formal decisions promptly
    - how resubmission opportunities can be scheduled.

The following documents are available from OCN NI and document templates can be found in the Centre Login section of the OCN NI website www.ocnni.org.uk:

- A1 – Learner Assessment Record per Learner
- Learner Authentication Declarations
- Records of any reasonable adjustments applied for and the outcome – please see 'OCN NI's Reasonable Adjustments and Special Consideration Policy' for further information
- M1 Internal Quality Assurance Sample Record
- M2 Feedback to Assessor
- Records of any complaints or appeals

## 11.4 External Quality Assurance

All OCN NI recognised centres are subject to External Quality Assurance. External quality assurance activities will be conducted to confirm continued compliance with the CCEA Regulation General Conditions of Recognition, OCN NI terms and conditions and the requirements outlined within this qualification specification.

The External Quality Assurer is assigned by OCN NI. The External Quality Assurer will review the delivery and assessment of these qualifications. This will include, but is not limited to, the review of a sample of assessment evidence and evidence of the internal quality assurance of assessment and assessment decisions. This will form the basis of the External Quality Assurance report and will help OCN NI determine the centre's risk.

The role of the External Quality Assurer serves as an external overseer of assessment quality, working to uphold consistency, compliance, and continuous improvement within the assessment process. Their role is crucial in ensuring that assessments are valid, reliable, fair, and aligned with the required standards and regulations.

For further information on OCN NI Centre Assessments Standards Scrutiny (CASS) Strategy, please see the OCN NI Centre Handbook.

## 11.5 Standardisation

As a process, standardisation is designed to ensure consistency and promote good practice in understanding and the application of standards. Standardisation events:

- make qualified statements about the level of consistency in assessment across centres delivering a qualification
- make statements on the standard of evidence that is required to meet the assessment criteria for units in a qualification
- make recommendations on assessment practice
- produce advice and guidance for the assessment of units
- identify good practice in assessment and Internal Quality Assurance

Centres offering these qualifications must carry out internal standardisation activities prior to the claim for certification.

Centres offering units of an OCN NI qualification must attend and contribute assessment materials and learner evidence for standardisation events if requested.

OCN NI will notify centres of the nature of sample evidence required for standardisation events (this will include assessment materials, learner evidence and relevant Assessor and Internal Quality Assurer documentation). OCN NI will make standardisation summary reports available and correspond directly with centres regarding event outcomes.

# 12. Administration

## 12.1 Registration

A centre must register learners for these qualifications within 20 days of commencement of the delivery of the programme.

For further information on learner registration please see the OCN NI Centre Handbook and the QuartzWeb Manual, available through the Centre Login section of the OCN NI website. Administration training is also available and can be booked through www.ocnni.org.uk.

## 12.2 Certification

Once all internal quality assurance activities have been successfully completed, the centre can claim certification for the learner(s).

Certificates will be issued to centres within 20 working days from completion of a satisfactory external quality assurance activity, if appropriate, alternatively from the submission of an accurate and complete marksheet.

It is the responsibility of the centre to ensure that certificates received from OCN NI are held securely and distributed to learners promptly and securely.

For further information on the uploading of results please see the QuartzWeb Manual for guidance, administration training is also available and can be booked through OCN NI

## 12.3 Charges

OCN NI publishes all up-to-date qualification fees in its Fees and Invoicing Policy document. Further information can be found on the centre login area of the OCN NI website.

## 12.4 Equality, Fairness and Inclusion

OCN NI's are committed to ensuring all learners have an equal opportunity to access our qualifications and assessment, and that our qualifications are awarded in a way that is fair to every learner.

OCN NI is committed to making sure that:

- learners with a protected characteristic are not, when they are undertaking one of our qualifications, disadvantaged in comparison to learners who do not share that characteristic
- all learners achieve the recognition they deserve for undertaking a qualification and that this achievement can be compared fairly to the achievement of their peers

For information on reasonable adjustments and special considerations please see the OCN NI Centre Handbook and Reasonable Adjustments and Special Considerations Policy held in the back office of the OCN NI website.

## 12.5 Retention of Evidence

OCN NI has published guidance for centres on the retention of evidence. Details are provided in the OCN NI Centre Handbook and can be accessed via the OCN NI website.

**OCN NI Level 5 Award in Leadership and Management**
**Qualification Number: 603/7908/X**

**OCN NI Level 5 Certificate in Leadership and Management**
**Qualification Number: 603/7907/8**

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Review date: 30 September 2031

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