

600/2145/7 NCFE Level 3 Certificate in Management (QCF)

Learner's Evidence Tracking Log (LETL)

Candidate name:

Centre number:

Centre name:

Signatures

Candidate: Date:

Tutor/Assessor: Date:

Internal Moderator*: Date:

External Moderator*: Date:

* for completion if part, or all, of the evidence has been sampled by the Internal and/or External Moderator

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Section 1 – Overview

About this qualification

Thank you for choosing an NCFE qualification. This Evidence Tracking Log is yours to keep and is a place to record your progress.

The NCFE Level 3 Certificate in Management has been accredited by the regulators for England, Wales and Northern Ireland¹ and is part of the Qualifications and Credit Framework (QCF). Its Qualification Accreditation Number is 600/2145/7.

This qualification has been supported by the Council for Administration, the Sector Skills Council for Business Skills. The qualification is part of the Additional Specialist Learning (ASL) catalogue for the Business, Administration and Finance Diploma. For more information on the Diplomas, visit the NCFE website (www.ncfe.org.uk/diplomas) or speak to your Tutor.

What you need to cover

This qualification is made up of a set of learning outcomes and assessment criteria that describe what you need to be able to do, and the things you need to know, to achieve your qualification.

The qualification consists of 2 mandatory units and 11 optional units:

Mandatory units

Unit 01 Key Principles of Management and Leadership
Unit 02 Improving Your Own Management and Leadership Performance

Optional units

Unit 03 Managing the Delivery of Customer Service
Unit 04 Recruiting and Selecting Staff
Unit 05 Appraising and Developing Staff
Unit 06 Supporting Organisational Change Initiatives
Unit 07 Principles of Budgets and Financial Information
Unit 08 Principles of Project Management
Unit 09 Developing Working Relationships with Team Members
Unit 10 Health and Safety Risk Assessment in Your Team

¹ The qualifications regulators ('regulators') are Ofqual in England, DCELLS in Wales and CCEA in Northern Ireland.

Section 1 – Overview

Unit 11 Coaching Skills in Team Leading and Management

Unit 12 Environmental and Ethical Issues in Management

Unit 13 Managing Physical Resources

To achieve the NCFE Level 2 Certificate in Team Leading Knowledge you must achieve the 2 mandatory units and 6 credits from the optional units. You must provide evidence to show that you meet all the learning outcomes and assessment criteria defined in the units.

Section 1 – Overview (cont'd)

Tracking your evidence

During your course your Tutor/Assessor will ask you to carry out work either in the classroom, in your workplace or at home, which you'll keep as evidence of your learning.

The work you produce (evidence) will be assessed by your Tutor/Assessor to make sure you've covered everything in sufficient detail. Your evidence could be made up of a combination of:

- ◆ written work or class notes
- ◆ products or samples of practical work
- ◆ case studies
- ◆ simulated activities or role play
- ◆ work placement diaries
- ◆ learning logs
- ◆ video or audio recordings
- ◆ other appropriate formats suggested by your Tutor/Assessor

When all your evidence is gathered together in a file or folder, this becomes your portfolio.

Your centre and Assessor may have systems that they use to plan and monitor your assessment. These may be computer-based (eg using 'e-portfolio' software) or paper-based (using forms or checklists). These systems are designed to show how each piece of evidence meets which learning outcomes and assessment criteria.

How your evidence is checked

After your Tutor/Assessor has assessed your work, another member of staff – the Internal Moderator – will review it. An External Moderator from NCFE will visit your centre. The External Moderator's role is to make sure your work has been assessed to NCFE's requirements. They'll do this by checking a sample of candidates' portfolios – which may include yours. They may also wish to talk to you about the content of the course and the work you're doing.

Section 1 – Overview (cont'd)

How you get your certificate

Once you've built up your portfolio of evidence and your Tutor/Assessor and the Internal and External Moderators are satisfied it meets the standards, you'll be awarded the NCFE Level 2 Certificate in Team Leading Knowledge.

Your centre will send us a signed certificate claim form when they and the External Moderator have signed off your completed portfolio. We will send your certificate to your centre within 10 working days of receiving the claim form. Your centre will either forward the certificate to your home address, or tell you that it's available for you to collect.

Opportunities for further education and training

After successfully completing this qualification, you may like to go on to further study in the same or a similar subject. This might include:

- ◆ NCFE Level 3 NVQ Certificate in Management
- ◆ NCFE Level 5 NVQ Diploma in Management
- ◆ NCFE Level 7 NVQ Diploma in Management

Section 2 – Planning and tracking your assessment

Completing your learning log

This section of the log will help you keep track of the work you've done and the work you still need to do to finish your portfolio.

It will also help your Tutor/Assessor and Internal and External Moderators find their way around your portfolio so they can assess it or check it. Your Tutor/Assessor will make sure you're completing your log correctly.

Overleaf is a sample page similar to those you'll find in the rest of this log. Use the columns to write down what evidence you've put in your portfolio and to show your Tutor/Assessor and the Internal and External Moderators where it's located.

You and your Tutor/Assessor and/or an independent witness must sign and date the individual pieces of work in your portfolio. Once you've completed your portfolio, your Tutor/Assessor will sign the front of the log, to show that they're satisfied you've completed it correctly.

Section 2 – Planning and tracking your assessment – Example unit

(M/102/4501) Prepare yourself to deliver good customer service

This column is for the Internal or External Moderator to sign if they sample your portfolio.

You will: Understand customer care			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Demonstrate effective 'customer care'	Observation on placement	3	
1.2 Identify the benefits of good customer care	Report	2	
1.3 Describe the effects of poor customer care	Project	8–11	

The assessment criteria are listed in this column.

In this column, write down what evidence you have put in your portfolio (eg letter to client, report).

In this column, write the location of the evidence. This directs your Assessor to the correct piece of evidence. Examples of the location could be a page number in a portfolio, a file name saved on your computer etc.

Unit 01 Key Principles of Management and Leadership

You will: Know differences between leadership and management

You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Outline the functions of management			
1.2 Describe the skills associated with leadership			
1.3 Describe the differences between leadership and management			

Unit 01 Key Principles of Management and Leadership (cont'd)

You will: Understand key issues of leadership			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
2.1 Describe methods of allocating work to others			
2.2 Compare ways of managing conflict			
2.3 Analyse the links between leadership skills and motivation			

Unit 01 Key Principles of Management and Leadership (cont'd)

You will: Understand the implications of delegating work to others			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Describe the purpose of delegation			
3.2 Describe ways of co-ordinating delegated work			
3.3 Analyse possible psychological barriers to delegation			

Unit 01 Key Principles of Management and Leadership (cont'd)

You will: Understand the purpose of setting work objectives with team members

You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
4.1 Describe the value of setting agreed work objectives with team members			
4.2 Compare ways of providing support to meet work objectives with team members			

You will: Know the importance of promoting quality in the workplace

5.1 Outline ways of developing a quality culture in the workplace			
5.2 Describe possible barriers to promoting quality in the workplace			

Unit 02 Improving Your Own Management and Leadership Performance

You will: Know the importance of management and leadership skills			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Describe the knowledge and skills needed for management and leadership			
You will: Understand how to assess career and personal goals			
2.1 Describe the importance of setting personal work objectives			
2.2 Compare ways to collect feedback to improve management and leadership performance			
2.3 Analyse ways to use feedback to improve management and leadership performance			

Unit 02 Improving Your Own Management and Leadership Performance (cont'd)

You will: Understand the importance of having a personal development plan to improve own management and leadership performance

You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Describe how to produce a plan using a skills audit			
3.2 Describe resources and activities needed to meet objectives of a personal development plan			
3.3 Analyse the importance of monitoring a personal development plan			
3.4 Describe the importance of reviewing a personal development plan			

Unit 03 Managing the Delivery of Customer Service

You will: Know how to manage the delivery of customer service			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Define customer service			
1.2 Describe ways of managing the delivery of customer service			
You will: Understand how to improve the customer experience			
2.1 Describe ways to meet the needs and expectations of different types of customer			
2.2 Analyse how legislation affects customer service delivery			
2.3 Compare ways of improving the customer experience			

Unit 03 Managing the Delivery of Customer Service (cont'd)

You will: Understand how to improve customer service delivery

You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Compare ways of monitoring customer service			
3.2 Analyse ways of evaluating customer service			
3.3 Describe the importance of making improvements to customer service processes			

Unit 04 Recruiting and Selecting Staff

You will: Understand how to recruit staff			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Explain the stages in the recruitment process for identified vacancies			
1.2 Analyse the ways in which staff can be selected to fill identified vacancies			
1.3 Discuss the legal and regulatory requirements that govern the recruitment process			

Unit 04 Recruiting and Selecting Staff (cont'd)

You will: Be able plan for human resource requirements			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
2.1 Assess human resource requirements			
2.2 Identify the gap between current and required human resource requirements			
2.3 Plan for the recruitment of staff to fulfil human resource requirements			

Unit 04 Recruiting and Selecting Staff (cont'd)

You will: Be able to review the recruitment process			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Evaluate the effectiveness of the recruitment process			
3.2 Propose improvements to the recruitment process			

Unit 05 Appraising and Developing Staff

You will: Understand the importance of conducting staff appraisals			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Describe the purpose of appraisals as a tool to develop staff			
1.2 Describe the value of pre-meeting preparation for appraisals			
1.3 Compare the value of different interview techniques in appraisal interviews			

Unit 05 Appraising and Developing Staff (cont'd)

You will: Understand how to evaluate work performance			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
2.1 Compare methods of measuring work performance			
2.2 Describe common pitfalls with evaluating work performance			
2.3 Analyse the merits of providing 360 degree feedback			

Unit 05 Appraising and Developing Staff (cont'd)

You will: Know how to provide learning and development objectives for staff			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Describe the links between learning styles and methods of learning			
3.2 Outline methods of setting learning and development objectives			
3.3 Describe methods of overcoming resistance to change			

Unit 06 Supporting Organisational Change Initiatives

You will: Understand how to implement organisational change			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Describe how to plan for change			
1.2 Explain models of change			
1.3 Analyse methods for implementing change			

Unit 06 Supporting Organisational Change Initiatives (cont'd)

You will: Understand the need for organisational change			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
2.1 Describe organisational objectives			
2.2 Compare proposed changes to organisational objectives			
2.3 Evaluate resistance to change			
2.4 Explain how to communicate reasons for change			

Unit 06 Supporting Organisational Change Initiatives (cont'd)

You will: Be able to plan for organisational change			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Identify SMART objectives			
3.2 Plan actions for organisational change			
3.3 Establish processes for monitoring plans for organisational change			
3.4 Evaluate resources available to support plans for organisational change			

Unit 07 Principles of Budgets and Financial Information

You will: Know the importance of financial information			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Identify the need for financial information			
1.2 Outline the purpose of financial information			
1.3 Describe the limitations of financial information			

Unit 07 Principles of Budgets and Financial Information (cont'd)

You will: Be able to develop budgets			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
2.1 Explain budgetary techniques			
2.2 Analyse existing budgets			
2.3 Develop a new budget			

Unit 07 Principles of Budgets and Financial Information (cont'd)

You will: Understand how costs are used in making pricing decisions			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Explain how direct and indirect costs are used to determine prices			
3.2 Explain the purpose of break-even analysis			
3.3 Analyse costs and break-even analysis to determine pricing decisions			

Unit 08 Principles of Project Management

You will: Understand how to plan projects			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Describe the responsibilities attached to the role of a project manager			
1.2 Discuss how to agree the terms of reference for projects			
1.3 Explain how to plan projects using appropriate techniques			

Unit 08 Principles of Project Management (cont'd)

You will: Be able to implement projects			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
2.1 Identify the resources required for projects			
2.2 Allocate responsibilities to members of project teams			
2.3 Implement projects using appropriate techniques			

Unit 08 Principles of Project Management (cont'd)

You will: Understand how to manage projects to conclusion			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Explain how to monitor projects by using agreed performance criteria			
3.2 Explain how to review project progress against project plans			
3.3 Explain how keep projects on track			
3.4 Explain how to evaluate projects at their conclusion			

Unit 09 Developing Working Relationships with Team Members

You will: Know the characteristics of productive working relationships between a team leader and team members			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Describe the features of productive working relationships			
1.2 Identify the benefits of productive working relationships			
You will: Know how to develop working relationships with team members			
2.1 Describe how to behave in a professional way when working with team members			
2.2 Describe how to successfully communicate knowledge and information to team members			
2.3 Select the most appropriate methods for communication			
2.4 Select the most appropriate techniques for communication			

Unit 09 Developing Working Relationships with Team Members (cont'd)

You will: Understand how to maintain working relationships with team members			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Describe the importance of adopting a positive approach when dealing with team members			
3.2 Compare ways of resolving work related difficulties that arise with teams			

Unit 10 Health and Safety Risk Assessment in Your Team

You will: Understand the need for risk assessment in health and safety in the workplace

You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Explain why health and safety legislation impacts on organisations			
1.2 Explain why risks need to be identified to ensure health and safety			

You will: Be able to assess risks to your team

2.1 Complete a health and safety risk assessment for a team			
2.2 Evaluate the outcomes of a health and safety risk assessment			
2.3 Identify ways of minimising health and safety risks to a team			

Unit 10 Health and Safety Risk Assessment in Your Team (cont'd)

You will: Understand ways in which the risk assessment process could be improved			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Analyse the success of risk assessment in a given situation			
3.2 Discuss ways in which risk assessment processes can be improved			

Unit 11 Coaching Skills in Team Leading and Management

You will: Know key learning theories			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Outline learning theories			
1.2 Describe how theories apply in given situations			
You will: Be able to develop a coaching plan			
2.1 Identify stages in a model of a coaching plan			
2.2 Identify stages in a model of a coaching session plan			
2.3 Describe coaching methods			
2.4 Develop a coaching plan			

Unit 11 Coaching Skills in Team Leading and Management (cont'd)

You will: Be able to use coaching skills to develop team members

You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Identify coaching skills used to develop team members			
3.2 Apply coaching skills to develop team members			

You will: Understand how to support team members to implement ideas

4.1 Analyse factors which affect generation of ideas within a team			
4.2 Describe processes that support team members to implement ideas			

Unit 12 Environmental and Ethical Issues in Management

You will: Understand why organisations implement environmental and ethical policies			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Describe the legal requirements which limit the environmental impact of an organisation			
1.2 Explain an organisation's ethical policies			
1.3 Explain the impact of non-compliance with legal requirements			
You will: Be able to evaluate the impact of work activities on the environment			
2.1 Evaluate the impact of work activities on the environment			

Unit 12 Environmental and Ethical Issues in Management (cont'd)

You will: Know about management activities used to improve environmental performance			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Describe ways of improving use of resources in a workplace			
3.2 Describe ways of improving waste disposal and pollution in a workplace			
You will: Be able to monitor operational compliance with ethical policies			
4.1 Monitor the extent to which a selected area of an organisation complies with ethical policies			
4.2 Recommend appropriate actions to improve compliance with organisation's ethical policies			

Unit 13 Managing Physical Resources

You will: Understand organisational policies regarding use of physical resources			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
1.1 Describe how organisations control purchasing practice			
1.2 Explain different approaches to re-ordering supplies			
1.3 Explain the importance of using sustainable resources			
You will: Understand how to obtain agreement for purchase of physical resources			
2.1 Describe how to agree the specification of an item of equipment within an organisation			
2.2 Explain the business case for an item of equipment			

Unit 13 Managing Physical Resources (cont'd)

You will: Understand how to obtain specified physical resource requirements			
You can:	What you've done to show this	Location/Portfolio page number	IM/EM signature (if sampled)
3.1 Explain the importance of sourcing physical resources ethically			
3.2 Explain how to agree contractual terms with suppliers			
You will: Know how to evaluate suppliers			
4.1 Identify potential suppliers			
4.2 Describe how to evaluate suppliers			

Section 3 – Additional information

NCFE is a leading provider of nationally recognised qualifications and is committed to delivering exceptional customer service. We're based in Newcastle upon Tyne. If you'd like to know more about us please visit our website www.ncfe.org.uk.

Additional support requirements

NCFE recognises that you might require additional support in order to achieve your qualification. This might be if you've a permanent or temporary disability, medical condition or specific learning need.

Your Tutor/Assessor will discuss the most appropriate method of support to meet your needs and may need to notify NCFE of the support they're going to give you. This could be facilities to support reading or writing needs, hearing, visual or physical impairment; facilities to support a medical condition or temporary injury; or facilities to support you if your first language isn't English.

For more information your Tutor/Assessor will be able to provide you with a full copy of NCFE's Reasonable Adjustments and Special Considerations Policy, or you can download it from www.ncfe.org.uk.

Appeals or complaints

If you've any queries or problems with your qualification you should first talk to your Tutor/Assessor, the Internal Moderator or another member of staff at your centre. If you've got a complaint about the way your work has been assessed, or the support you've been given, use your centre's own appeals or grievance policy (ask your Tutor/Assessor for a copy).

For more information your Tutor/Assessor will be able to provide you with a full copy of NCFE's Appeals and Enquiries about Results Policy, or you can download it from www.ncfe.org.uk.

Malpractice

'Malpractice' is used to describe something a person does when they intentionally mislead somebody. An example may be copying somebody else's work and passing it off as your own. Whenever we're notified about a suspected case of malpractice, we'll work with the centre to find out if and why it's happened and what we can do to sort it out.

If your centre suspects you've been involved in malpractice, we won't be able to issue your certificate during the investigation. If we prove that malpractice has happened, you may have part of your assessment disallowed or, in serious cases, your final results may be void. This means you won't receive a certificate or, if we've already issued you one, we'll ask that you return it straight away.

For more information your Tutor/Assessor will be able to provide you with a full copy of NCFE's Malpractice Policy, or you can download it from www.ncfe.org.uk.

About NCFE

Enquiries

Any enquiries relating to this qualification should be addressed to:

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Tel: 0191 239 8000
Fax: 0191 239 8001
E-mail: bal@ncfe.org.uk
Website: www.ncfe.org.uk

Equal opportunities

NCFE fully supports the principle of equal opportunities and opposes all unlawful or unfair discrimination on the grounds of ability, age, colour, culture, disability, domestic circumstances, employment status, gender, marital status, nationality, political orientation, racial origin, religious beliefs, sexual orientation and social background.

NCFE aims to ensure that equality of opportunity is promoted and that unlawful or unfair discrimination, whether direct or indirect, is eliminated both in its own employment practices and in access to its qualifications.

You can download a copy of NCFE's Equal Opportunities Policy from www.ncfe.org.uk.

Data protection

NCFE is registered under the Data Protection Act and is committed to maintaining the highest possible standards when handling personal information.

NCFE is a registered charity (Registered Charity No. 1034808) and a company limited by guarantee (Company No. 2896700).

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All information contained in this publication is correct at the time of printing.