

IFE Level 3 Certificate in Fire Science, Operations, Fire Safety and Management (VRQ)

Qualification Number: 500/5922/1

Introduction

The IFE Level 3 Certificate in Fire Science, Operations, Fire Safety and Management (VRQ) has been developed by the Institution of Fire Engineers (IFE), representatives of Fire and Rescue services and other fire professionals. The content and structure of the qualification has been established to reflect best professional practice.

Aims of the Qualification

The IFE Level 3 Certificate in Fire Science, Operations, Fire Safety and Management (VRQ) has been designed to enable individuals to demonstrate a wide range of critical knowledge and understanding relevant to the role of Crew Manager in the Fire and Rescue Service. Success in the qualification will enable individuals to demonstrate that they can apply their knowledge and skills to provide solutions in a wide range of fire and rescue situations.

Additionally, success in achieving this qualification will enable candidates to meet the academic requirement for membership of the Institution at Technician grade (TIFireE).

Target Audience

The qualification will meet the needs of:

• Those employed in Fire and Rescue Service roles across the world, particularly those who are either already in Crew Manager roles or those who wish to develop and demonstrate knowledge and understanding relevant to the role of Crew Manager in preparation for promotion to this role;

- Those operating in specialist fire and rescue contexts, such as aviation or fire prevention/fire safety roles, who need to develop and apply a wide range of knowledge and understanding in their role;
- Other fire professionals who wish to demonstrate their knowledge and understanding of fire engineering science, operations, fire safety and management in the fire and rescue context;
- Individuals throughout the world wishing to achieve membership of the IFE at Technician grade (TIFireE) and to progress to higher levels

Qualification Structure

In order to achieve the IFE Level 3 Certificate in Fire Science, Operations, Fire Safety and Management (VRQ), candidates must achieve four mandatory units as follows:

- Unit 1: Fire Engineering Science
- Unit 2: Fire Operations
- Unit 3: Fire Safety
- Unit 4: Management and Administration in Fire and Rescue Services

Form of Assessment

Each unit is assessed separately by an examination.

In each case, the examination, which is one hour in duration, comprises two sections:

Section one

There are 20 marks available for this section. It contains 20 multiple choice questions and each question is worth one mark. Questions may target any assessment objective within the unit. Candidates should attempt all questions in this section.

Section Two

There are 30 marks available for this section. Questions in this section take the form of short written answer questions and provide candidates with the opportunity to demonstrate their knowledge and understanding across the content contained in the unit. Candidates should attempt all questions in this section.

Grading and Certification

Unit Achievement

Each unit/paper is certificated separately.

Achievement at unit level is not graded. Successful candidates are awarded a Pass Certificate.

In order to achieve a Pass, candidates must obtain at least 50% of the marks available. (Note: grade boundaries are reviewed and confirmed by an expert awarding panel review following each examination session in line with standard examination and awarding procedures.)

Achievement of the IFE Level 3 Certificate in Fire Science, Operations, Fire Safety and Management (VRQ)

In order to achieve the IFE Level 3 Certificate in Fire Science, Operations, Fire Safety and Management (VRQ), candidates must achieve a Pass in all four mandatory units. The final certificate is not graded – successful candidates will be awarded a Pass Certificate.

Candidates do not need to achieve all four units at the same examination session. Candidates who achieve fewer than four units at one examination session will receive a Unit Certificate for each unit achieved. Candidates have five years in which to achieve all four units.

Entry Requirements

There are no formal entry requirements and candidates are not required to achieve other qualifications prior to undertaking this qualification. However, candidates are advised that this specification provides progression from the Level 2 Certificate in Fire Science, Operations and Safety (VRQ); therefore, candidates who have previously achieved an IFE qualification at Level 2 will be able to build upon relevant knowledge and understanding.

Candidates will need to be able to communicate effectively in writing in order to respond to the written answer questions. In addition, candidates are advised that mathematical skills will be required in order to complete the examinations.

Progression

Candidates who are successful in achieving the IFE Level 3 Certificate in Fire Science, Operations, Fire Safety and Management (VRQ) will have developed knowledge and understanding that will prepare them to undertake further study. Candidates may wish to extend their knowledge and understanding at Level 3 and progress to the IFE Level 3 Diploma. Alternatively, they may wish to progress to the IFE Level 4 Certificate or other qualifications at Level 4. Candidates may choose to progress to specific units only (e.g. Fire Safety) if they prefer to extend aspects of their knowledge rather than achieving full qualifications.

Unit 1: Fire Engineering Science

Unit Reference Number: Y/505/5749

Introduction

This unit provides candidates with the opportunity to develop and demonstrate their understanding of fire engineering science and fire behaviour.

The content of the unit has been designed to reflect the technical knowledge that fire professionals need in order to understand the behaviour of fire including the chemistry of fire and the mechanics of firefighting and rescue equipment.

Learning Outcomes

Candidates who achieve this unit should be able to:

- Carry out mathematical calculations accurately
- Understand and apply the chemistry of fire
- Understand and apply the principles of hydraulics
- Understand and apply the principles of electricity

Unit Status

This is a mandatory unit.

Content

1. Mathematics and Mechanics

Assessment Objective	Knowledge, Understanding and Skills
1.1 Carry out mathematical	Processes to include:
processes	Transposition and transformation of formulae
	Use of standard form of numbers
	Simple trigonometry
1.2 Carry out calculations to	• Shapes including squares, triangles, rectangles,
determine the area, volume and	trapeziums, circles, spheres, cylinders, cubes, cuboids,
capacity of various shapes	irregularly shaped objects
	 How to calculate area, volume, capacity
	Units of measurement for different purposes
1.3 Define basic terms and be able	• Force
to carry out basic calculations	Gravity
that involve physical mechanics	Friction
	Motion

	Momentum
	Mass
	Weight
	Pressure
	Velocity
	Acceleration
	• Power
	Energy
	Work
1.4 Define and carry out	Definition of "Mechanical Advantage"
calculations involving	Definition of "Moments of Force"
a) Mechanical Advantage	Method of calculation
b) Moments of Force	

2. Heat

Assessment Objective	Knowledge, Understanding and Skills
2.1 Define the terms "heat" and	Definition of "heat"
"temperature" and explain the	Definition of "temperature"
relationship between them	Relationship between heat and temperature
	Definition of "critical temperature"
	Definition of "critical pressure"
2.2 Understand the effect of heat on	Effect of a change of temperature on:
materials	Solids
	Liquids
	Gases
	Processes of heat transmission:
	Conduction
	Convection
	Radiation
	Principles of thermal expansion
	The thermal expansion of solids
	The coefficient of linear expansion
	Thermostats
	• The coefficient of superficial and cubical expansion of
	solids
	Thermal expansion of liquids
	Cubical expansion
	• The effect of expansion on density
	The expansion of gases
	Temperature, pressure, volume
2.3 Define the gas laws and carry	Define and use:
out calculations	Boyle's Law
	Charles' Law
	The Law of Pressures
	The General Gas Law

3. Hydraulics

Assessment Objective	Knowledge, Understanding and Skills
3.1 Define and carry out	Definitions of the terms
calculations involving:	Methods of calculation
a) Density	• Understand the significance of the difference in specific
b) Relative density	gravities between liquids such as petrol and water
c) Specific gravity	
d) Pressures in fluids	
3.2 Define atmospheric pressure	 Definition of "atmospheric pressure"
and describe methods of	Methods of measuring it
measuring and calculating it	Method of calculation
3.3 Understand and carry out	• The conditions required to enable water to flow in hose
calculations relating to flow of	or pipelines
water in hose and pipelines	 How to calculate the quantity of water flowing
	 How to calculate the velocity of water
3.4 Explain the relationship	How to calculate the discharge of water
between pressure, nozzle	 How to calculate the discharge through nozzles
diameter and discharge from a	• The practical considerations of high nozzle pressures
branch and carry out the	
relevant calculations	
3.5 Define the term "jet reaction"	 Definition of "jet reaction"
and be able to calculate jet	Formulae for calculations
reaction forces	
3.6 Understand and explain the	 Definition and calculation of water power
operation of pumps and carry	Definition of brake power
out basic calculations	Calculate pump efficiency
	The working of a siphon
	• The factors to be overcome when pumping/lifting from
	open water

4. Chemistry

Assessment Objective	Knowledge, Understanding and Skills
4.1 Define and use chemical terms	Terms to include:
	Atom
	• Element
	Compound
	Mixture
	Solution
	Solubility
	Suspension
	Metal
	Non-metal
4.2 Describe the construction of an	Definition of "reactivity"
atom and show how the	• Components of an atom – protons, neutrons, electrons,
electron shell configuration has	shell
an effect on reactivity	Elements that are most reactive

	Elements that are least reactive
	Periodic Table
4.3 Understand and apply chemistry	 Understand that combustion is a type of chemical
to fire	reaction
	Types of flame: premixed flame, diffusion flame
	• Explain the term flammable with respect to a fuel/oxygen mixture
	• Principles involved in the extinction of fire by:
	 Smothering
	 Cooling
	 Starvation
	Components of the fire triangle: fuel, heat, oxygen
	• Components of fire tetrahedron: fuel, heat, oxygen,
	chemical chain
4.4 Define the terms flashpoint, fire	Definition of:
point and spontaneous ignition	Flashpoint
temperatures	Fire point
	 Spontaneous ignition temperatures
4.5 Describe the classes of fire and	Classes of fire:
name the extinguishing media	 Ordinary combustibles- paper, plastic, wood,
appropriate for each class	fabric, etc.
	 Flammable liquids- fuel, oil, kerosene,
	 Electrical equipment/Fires involving energised
	electrical equipment
	 Flammable Metals- magnesium, aluminium, etc
	 Cooking related e.g. grease, lard, etc.
	Define the term "calorific value"

5. Electricity

Assessment Objective	Knowledge, Understanding and Skills
5.1 Define and use basic electrical	Define and use the following in calculations:
units to solve problems	Volts
	Amperes
	Ohms
	Watts
	Joules
	Electrical current
5.2 Describe and use Ohm's Law to	Principles of Ohm's Law
solve problems	Use Ohm's Law to solve problems
5.3 Identify types of electrical cable	Types to include:
and explain their use	PVC
	Other plastic sheathed
	Mineral-insulated
	Copper sheathed
5.4 Describe the different types of	Types to include:
protective devices and explain	Residual Current Device (RCD)
their use	Miniature circuit breakers (MCB)
	Fuses

5.5 Recognise potentially dangerous	Conditions to include:
domestic loading conditions	Overloading sockets
	Incorrect use of extension leads
	 Incorrect/unsafe wiring conditions
	Non-compliant electrical conditions
5.6 Explain the purpose and	Purpose of conductors
significance of conductors and	• Examples of conductors e.g. copper, aluminium
insulators	Examples of insulators for different purposes

Unit 2: Fire Operations

Unit Reference Number: R/505/5751

Introduction

This unit focuses on the strategies and activities required to tackle a wide range of fire and rescue operational scenarios.

Learning Outcomes

Candidates who achieve this unit should be able to:

- Identify and explain the factors to be taken into account when pre-planning for incidents
- Understand the issues and strategies to be employed when firefighting or carrying out rescues
- Understand the operation and deployment of fire fighting equipment

Unit Status

This is a mandatory unit.

Content

1. Pre-Planning

Assessment Objective	Knowledge, Understanding and Skills
1.1 Understand the value of pre-	Significance of topography
planning for incidents	 The safety of emergency and non-emergency personnel
	Safety with regard to environmental impact
	 The nature of premises and processes
	Water supplies
	Liaison with key site personnel
	Other external partners/stakeholders

2. Command and Control

Assessment Objective	Knowledge, Understanding and Skills
2.1 Understand and explain the	Risk assessment methodology
application of Command and	• Fire and Rescue Service responsibilities at incidents
Control principles and procedures	• Use of control units and forward controls on the
	incident ground and their relationship to Fire and
	Rescue Service control centres
	Understand the following within the Incident
	Command System:
	 The levels of control (operational, tactical and strategic)
	• The main elements of the <i>Incident Command</i>
	System
	• The principles and benefits of <i>sectorisation</i>
	• The importance of limiting the Span of Control
	 The tactical modes employed for firefighting
	 The use of support or functional roles
	 Firefighter safety at operational incidents
2.2 Understand incident management	The first actions on arrival at an incident
techniques	The process of Dynamic Risk Assessment
	How to assess assistance needs
	Environment considerations
	• The use of breathing apparatus at all stages in an
	incident, including safety, emergency and relief
	procedures
	• The indications of dangerous conditions, e.g. building
	collapse
	 Methods of salvage and ventilation
	• Methods of reaching and attacking the seat of the fire
	The selection, use and limitations of specialised
	appliances
2.3 Basic principles of fire investigation	Purpose of investigation
including methods of scene	Scene control measures to:
preservation and evidence	 ensure maximum preservation of evidence
collection	 minimise the risk of scene contamination;
	Contemporaneous notes
	Principles that underpin the collation and analysis of
	evidence
	 Preparation of materials for handover to a specialist investigator

3. Fire and Rescue Procedures

Assessment Objective	Knowledge, Understanding and Skills
3.1 Describe in relation to specific risks,	Incidents involving:
firefighters and others, the	Occupied buildings and structures, including domestic
environment and the appropriate	and high rise property
procedures when attending	Basements and tunnels
incidents	Roots
inclucinto	Shopping complexes
	Atrium buildings
	Historic buildings and premises containing valuable artefacts including museums and galleries
	Premises used to supply gas (natural and
	manufactured), electricity and other fuels for power
	Incidents involving natural gas, LPG and acetylene
	• Petrochemical installations including fuel storage and
	the refining of hydrocarbons
	Refrigeration plants
	Laboratories
	Railway premises and rolling stock
	Road transport and roadways including motorways
	Explosives stores and ordnance factories
	Premises with likely dust explosion hazards
	• Forests, heaths, bush and crops (wildland fires)
	High-rise buildings
	Marine incidents
	Aviation incidents
3.2 Understand the general principles	Entry into buildings and vehicles
and methodologies involved in	Searching for trapped persons
dealing with rescue situations	Rescue of trapped persons
	Rescues from or near water
	Rescues using lines and ropes
3.3 Describe in relation to incidents	Lift and escalator incidents
which do not necessarily involve	Underground accidents (including trench collapse)
fires, the principal hazards,	Rescues from cliffs, cranes, silos
methods of protection and the	Rescues from collapsed buildings
procedures	Extraction of persons from machinery
	Hazardous loads including methods of protection and
	decontamination of equipment and personnel
	Rescues at transport related incidents
	Rescues from or near water

4. Water Supplies

Assessment Objective	Knowledge, Understanding and Skills
4.1 Describe the provision of water	Water distribution systems

supply systems for firefighting purposes	•	The purpose of a ring main and its principal components
	•	The causes of poor flow in mains
	٠	Hydrant installation and its principal components

5. Pumps and Primers

Assessment Objective	Knowledge, Understanding and Skills
5.1 Explain the operating principles and use of pumps	 The operating principles of centrifugal and peripheral pumps including high-pressure pumps The operating principles and application of ejector pumps Advantages and disadvantages of different types of pump The basic principles of high volume pumping and the circumstances in which it would be used
5.2 Describe the principles of operation of the common primers5.3 Describe pump cooling systems	Primers Reciprocating Water ring Water seal Gas ejector – exhaust gas
5.4 Outline the pump gauges and ancillary equipment along with potential pump faults	 Indirect The gauges to be found on a typical fire service pump and their purpose Methods of using suction hose in a range of applications Potential faults and other symptoms that may arise when working from a pressure-fed supply or open water

6. Equipment and its operational use

Assessment Objective	Knowledge, Understanding and Skills
6.1 Describe the different types of hose	Characteristics of good delivery hose
	 Methods of testing delivery and suction hose
	• The principles of the design and operation of various
	types of coupling for delivery and suction hose
6.2 Describe the design and use of	Hand held branches, controlled and uncontrolled
branches, monitors and breechings	Dividing and collecting breechings
	Ground and aerial monitors
	 Jet and spray nozzles
6.3 Describe the characteristics and use	Categories of firefighting foam
of the various types of firefighting	• The uses of the following: protein, fluoroprotein,
foam	synthetic, film forming, alcohol resistant foam
	Principle performance characteristics of:
	 A low expansion branchpipe or generator
	 A medium expansion branchpipe or generator

	 A high expansion generator
	• The relative expansion ratios associated with low,
	medium and high expansion foam making
6.4 Describe the characteristics and	Natural and man-made ropes
applications of the various types of	Construction of these types of rope
ropes and lines used in the Fire and	• Care of and causes of damage to ropes and lines
Rescue Service	
6.5 Describe the use of ladders and the	• Safety precautions to be observed when handling,
procedures for safe working at	pitching and climbing ladders
height	 General principles of working with ladders
	• Safe and unsafe working angles when pitching ladders
	Acceptable alternative uses for fire service ladders
6.5 Describe the performance	Principal component parts and the passage of air from
requirements and the construction	the cylinder at high pressure to the wearer in a
of the various types of Breathing	specific type of compressed air apparatus
Apparatus and associated	Breathing Apparatus communications equipment
equipment	• Safety procedure used to control the use of Breathing
	Apparatus by up to 12 wearers
	Methods of testing a specific type of apparatus
	Hand operated resuscitation apparatus and typical
	automatic resuscitator
6.6 Describe the performance	Principles of clothing design to give total
requirements and the construction	environmental protection by being 'gas tight', or
of the various types of chemical	limited protection against splashing by harmful
protective clothing	chemicals
	• Testing and maintenance procedures to be adopted
	for such items
6.7 Describe the type of equipment	Types of equipment to include:
used in relation to hazardous	Personal protective equipment
substance incidents	Radiation measuring equipment
	Decontamination equipment

7. Mobilisation and Communication

Assessment Objective	Knowledge, Understanding and Skills
7.1 Outline the methods of summoning	Communication with:
personnel and transmitting call	Fire stations
information and instructions	 Individuals at locations other than fire stations
	Mobile fire appliances
7.2 Describe equipment used and	Functions and responsibilities of control centres
operating principles	 Equipment used in Fire & Rescue Services control rooms including the use of computer aided mobilising systems
	Radio systems and their use:
	 Radio systems using VHF, UHF and digital workings
	 Use of radio systems both on and off the incident ground

Unit 3: Fire Safety

Unit Reference Number: L/505/5750

Introduction

This unit focuses on fire safety issues in relation to the built environment, covering methods of construction and methods for detecting and protecting buildings and people from fire.

Learning Outcomes

Candidates who achieve this unit should be able to:

- Understand the basic methods of building construction and the implications of different structures and materials in case of fire
- Apply the principles of fire safety
- Analyse fire resistance in relation to buildings and building materials
- Understand and explain the operation of fire protection equipment

Unit Status

This is a mandatory unit.

Content

1. Building Construction, Characteristics and Use of Building Materials

Assessment Objective	Knowledge, Understanding and Skills
1.1 Identify and describe the	Elements to include:
elements of structure within a building	 Function of a column and principal materials used in construction (including timber, brick, stone, reinforced concrete, cast iron, steel) Function and types of beams (including structural, continuous) and the matrice of an applied load on a structural.
	beam
	 Function of walls (external walls, separating walls, compartment walls, load-bearing walls or part-load bearing walls)
	Principal types of load-bearing wall construction
	Principles of brick wall construction
	Role of cavity walls
	 Floors (timber-joisted, compressed board panels, reinforced concrete and hollow block)
	• Methods of supporting floor joists in or on walls
	Roofs and component parts
	Staircases and component parts

1.2 Explain the construction and	Construction and operating principles of the different	
function of doors and fire doors	types of doors	
	Function of doors in relation to fire	
	Use of fire doors for smoke control purposes	
	Fire doors and their associated components	
1.3 Describe the physical effects of	Building elements to include those listed in 1.1 above	
fire on a range of building	Building materials to include:	
elements and materials and	o Timber	
describe the methods used to	○ Brick	
improve their fire resistance	○ Stone	
	○ Steel	
	o Aluminium	
	 Concrete (reinforced and pre stressed) 	
	• Glass	
	 Building boards and building slabs 	
	 Insulating materials 	
	• Plastics	
	Glazing including different types of glazing found in	
	types of glazing	
	types of glazing	
	 Modern methods of building construction and implications in fire situations 	
	Fire resistance in relation to stability integrity and	
	• File resistance in relation to stability, integrity and insulation	
1.4 Identify the advantages and	Materials to include:	
disadvantages of using different	Steel	
materials	• Lead	
	Copper	
	• Zinc	
	Aluminium	
	 Concrete (reinforced and pre stressed) 	
	• Timber	
	• Stone	
	Brick	
	Laminated timber	

2. Fixed Installations

Assessment Objective	Knowledge, Understanding and Skills
2.1 Understand the types and	Five main types of sprinkler installations:
purpose of sprinkler systems and	 Wet type
describe their operation	 Dry pipe
	 Alternative (wet and dry)
	 Pre-action
	 Recycling pre-action
	• Systems based on wet pipe and dry pipe may also
	include extensions of the following additional type: tail
	end dry type and deluge

	Two categories of sprinkler heads:
	 Fusible solder
	 Quartzoid bulb
	• The relationship between the different colours of
	sprinkler heads
	• The controls, gauges and alarms of an automatic
	sprinkler system
	• Accepted sources of water supply: town mains,
	elevated private reservoir, gravity tank, suction and
	booster pumps, and pressure tanks
2.2 Understand the purpose of a	• Main types of drencher system and their operation
drencher system and describe its	
operation	
2.3 Understand the purpose of water	• The action of water and steam in extinguishing an oil
spray projector systems and	fire
describe the operation of these	Differentiate between the two types of water spray
systems	systems installed as fixed equipment
2.4 Understand and describe the	Dry and Wet
design principles and component	Downcomers
parts of rising mains	
2.5 Understand and describe	Systems include:
extinguishing systems that do not	• Gas flooding systems – CO2, FM200, Nitrogen, Inert Gas
use water	
2.6 Understand and describe the	 Principles smoke control and ventilation systems
principles underlying simple	
smoke control and ventilation	
systems	
2.7 Outline the use, siting and	Sprinkler Systems
maintenance of portable and fixed	Drenchers
extinguishing equipment	 Water spray projectors and water mist systems
	Rising mains
	Foam systems
	Gas/vapour systems
	Dry powder systems

3. Alarm Systems

Assessment Objective	Knowledge, Understanding and Skills
3.1 Identify situations when using	Types of manual system to include:
manual means of warning of fire	Hand gong
are suitable and understand their	Call point only system
limitations	Handbell
	Voice
3.2 Understand and describe the	• The operating principles of open and closed circuit
design and operating principles of	alarm systems
electrical fire alarm systems	• The different types of automatic fire detection systems
	• The types of detectors used in the installation and
	operation of electrical fire alarm systems
	Stages in fire development in relation to automatic fire

	detectors
٠	Reduction of false alarms and unwanted fire signals
•	Impact of false alarms

4. Principles and Planning for Fire Safety

Assessment Objective	Knowledge, Understanding and Skills
4.1 Describe and understand the principles of	Definition of "means of escape"
means of escape in case of fire	Evacuation strategies
	• Principles of means of escape in relation to:
	 Construction
	 Time of evacuation
	 Occupancy
	 Exits
	 Travel distance
	 Management control
4.2 Understand and describe the principles of	 Access to premises and facilities
access and the provision of facilities for fire	
A 2 Understand the importance of a fire risk	
assessment and the principles underpinning	Ine need for the fire risk assessment process and review
the process	 The key elements of a fire safety
	management system
	• Definition of the terms <i>hazard</i> and <i>risk</i> in
	relation to fire safety
	Human behaviour that may be presented in
	fire situations
4.4 Understand and describe how community	Engaging with local community and partners
fire safety strategies can contribute to	to provide fire safety advice
reducing the incidence of fire	 Plans to work with community groups

Unit 4: Management and Administration in Fire and Rescue Services

Unit Reference Number: Y/505/5752

Introduction

This unit focuses on the importance of effective management and administration skills in fire and rescue contexts. It covers organisational structure, leadership and management skills, performance management and training and development.

Learning Outcomes

Candidates who achieve this unit should be able to:

- Understand the structure of organisations and the links between different parts of the organisation
- Identify and evaluate factors affecting the performance of individuals, teams and organisations
- Understand how to manage and motivate teams
- Understand health and safety issues

Unit Status

This is a mandatory unit.

Content

1. Elements of Organisation

Assessment Objective	Knowledge, Understanding and Skills
1.1 Understand and describe the	Chain of command
principles of organisational	Organisational structure
structure	Responsibilities and reporting relationships
	Line management
	 Functional management/departments
	Characteristics of an effective structure
	Potential results of an inappropriate structure
	Presentation of structures/organograms
	Importance of effective communication
1.2 Identify and describe roles and	Responsibilities of top level and middle managers,
responsibilities within an	first line supervisors and front line staff
organisation	Purpose and content of job descriptions and person
	specifications
	Define and describe the relationship between task
	needs, group needs and individual needs

	Importance of performance management
1.3 Understand the importance of	Types of plans to include:
planning and identify the types of	 Strategic Plan
plans that organisations may use	 Business Plan
	 Project Plan
	 Team/Department Plan
	Features of plans
	Operational plans
1.4 Identify and explain the importance	Three Es:
of the three Es	Economy
	Efficiency
	Effectiveness
1.5 Explain the importance of health	• Duties of employers with regard to health and safety
and safety at work	• Duties of employees with regard to health and safety
	Risk assessment and safety statement
	Safe Person Concept
	Protective equipment and protective measures
	Reporting accidents
	Health and safety issues

2. Leadership and Management

Assessment Objective	Knowledge, Understanding and Skills
2.1 Understand and describe	Management theories to include:
recognised management theories	Scientific Management
	Hierarchy of Needs
	Hawthorne Studies
	Theory of Motivation
	Theory X and Theory Y
2.2 Understand the importance of staff	Issues affecting motivation and performance including:
motivation in driving high	Poor organisational design
performance and identify issues	Poor delegation
that influence motivation	Poor communication
	Excessive conflict
	Poor co-ordination
	Weak control
2.3 Explain the principles that underpin	Definition of delegation
effective delegation	Successful and unsuccessful strategies
2.4 Describe different leadership styles	Leadership styles to include:
and assess the advantages and	Autocratic
disadvantages for different	Bureaucratic
situations	Charismatic
	Democratic
	Laissez-faire
	 People-oriented and task-oriented styles
	Transactional
	Transformational
	Situational

2.5 Understand the principles that	Definition of counselling
underpin an effective approach to	 Features of a good counselling procedure
counselling	
2.6 Understand the principles that	Definition of "discipline"
underpin an effective approach to	Features of a good disciplinary procedure
discipline	 Stages of a disciplinary procedure
2.7 Understand the importance of	Definition of "equality"
valuing equality and diversity for an organisation and the principles that underpin equality and diversity	Definition of "diversity"
	 Definition of "direct discrimination"
	 Definition of "indirect discrimination"
	Equality and diversity policies

3. Record Keeping and Reporting Procedures

Assessment Objective	Knowledge, Understanding and Skills
3.1 Explain the importance of good	The need for record keeping
record keeping and identify	 Advantages of good record keeping
methods of managing records	 Types of record keeping systems
	Reviewing systems of record keeping
	Types of records maintained
	Use of records to improve performance
3.2 Explain the importance of budgets	• Definition of the term <i>budget</i>
and budgetary control	Revenue costs and Capital Expenditure
	Features of a good budget
	 Advantages of budgetary control
	Problems associated with budgetary control

4. Training and Development

Assessment Objective	Knowledge, Understanding and Skills
4.1 Understand how managers can use	• The benefits of learning and staff development for
learning and development	individuals and organisations
opportunities to improve team	Training plans
performance and plan for the	 How to set SMART learning objectives
future	 Evaluating the benefits of training
4.2 Understand the importance of	 Definition of the term "training needs"
training and the methods to identify	Training needs analyses
and meet the necessary training	Planning to meet training needs
needs	Staff appraisal and training
4.3 Identify and describe different types	Types of training to include:
of training and explain the benefits	Induction
	On-the-job
	Continuing Professional Development
4.4 Identify the features of a good	Objectives
training programme	Plan/Schedule for training
	 Delivery options including on and off the job

	 components Training aids to including IT resources Assessment/Qualifications Evaluation of learning
4.5 Understand the purpose and value of exercise plans	 Purpose of exercises Types of exercise – discussion-based, table top, live and combinations of these Developing exercise plans