

Qualification Specification

601/3674/1

iCQ Level 2 Diploma in Team Leading
(RQF)



Qualification Details

Title : iCQ Level 2 Diploma in Team Leading (RQF)
Awarding Organisation : [iCan Qualifications Limited](#)
Fees Price List Url : <https://icanqualify.net>
Qualification Type : RQF
Qualification Sub Type : None
Qualification Level : Level 2
Qualification Sub Level : None
EQF Level : Level 3
Regulation Start Date : 20-Jun-2014
Operational Start Date : 01-Sep-2014
Offered In England : Yes
Offered In Wales : Yes
Offered In Northern Ireland : Yes
Assessment Language In English : Yes
Assessment Language In Welsh : No
Assessment Language In Irish : No
SSA : 15.3 Business Management
Purpose : D. Confirm occupational competence and/or 'licence to practice'
Sub Purpose : D1. Confirm competence in an occupational role to the standards required
Total Credits : 40
Min Credits at/above Level : 40
Minimum Guided Learning Hours : 201
Maximum Guided Learning Hours : 259
Diploma Guided Learning Hours : 0
Barring Classification Code : ZZZZ
Overall Grading Type : Pass
Assessment Methods : Portfolio of Evidence
Structure Requirements : To achieve this qualification, learners must complete a minimum of 40 credits: 22 credits from Mandatory Group A and a minimum of 12 credits from Optional Group B. A maximum of 6 credits can come from Optional Group C.
Age Ranges : Pre-16 : No; 16-18 : Yes; 18+ : No; 19+ : Yes
Qualification Objective : This qualification will enable learners who work as team leaders to develop their knowledge, understanding and skills

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Rules of Combination (ROC)

Group Name	Mandatory	#Units	Minimum Units	Maximum Units	Minimum Credits	Maximum Credits
CMG) Compound	Yes	0	2	3	40	0
A) Mandatory Group A	Yes	5	5	5	22	22
B) Optional Group B	Yes	12	3	0	12	0
C) Optional Group C	No	11	1	0	0	6

Group A Mandatory Group A

URN	Title	Level	GLH	Credit
H/506/1800	Lead and manage a team	2	25	5
L/506/1788	Manage personal performance and development	2	18	4
R/506/2294	Principles of team leading	2	37	5
R/506/2957	Understand business	2	32	4
T/506/1798	Communicate work-related information	2	23	4

Group B Optional Group B

URN	Title	Level	GLH	Credit
A/506/1821	Manage team performance	3	21	4
F/506/1934	Participate in a project	3	19	3
J/506/1806	Principles of equality and diversity in the workplace	2	10	2
J/506/1921	Manage individuals performance	3	20	4
J/506/2292	Encourage innovation	3	14	4
K/506/1927	Manage conflict within a team	3	25	5
M/506/1928	Procure products and/or services	3	35	5
M/506/1931	Collaborate with other departments	3	14	3
R/506/1789	Develop working relationships with colleagues	2	19	3
T/506/1820	Promote equality, diversity and inclusion in the workplace	3	15	3
Y/506/1924	Chair and lead meetings	3	10	3
Y/506/2958	Contribute to meetings in a business environment	2	7	3

Group C Optional Group C

URN	Title	Level	GLH	Credit
A/506/2130	Deliver customer service	2	27	5
A/506/2158	Resolve customer service problems	2	22	5
D/506/1813	Handle mail	2	15	3
F/506/2131	Understand customers	2	17	2
H/506/1912	Negotiate in a business environment	3	18	4
K/506/1913	Develop a presentation	3	11	3
L/506/1905	Employee rights and responsibilities	2	16	2
M/506/1914	Deliver a presentation	3	17	3
R/506/1811	Store and retrieve information	2	19	4
R/506/2151	Resolve customers complaints	3	22	4
T/505/4673	Health and Safety Procedures in the Workplace	2	16	2

Unit Specification
H/506/1800
 Lead and manage a team



Qualification Framework: RQF
 Title: Lead and manage a team
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 25
 Unit Credit Value: 5
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: H/506/1800 : Lead and manage a team	
Be able to engage and support team members	
Assessment Criterion - The learner can:	
01.01	Explain organisational policies, procedures, values and expectations to team members
01.02	Communicate work objectives, priorities and plans in line with operational requirements
01.03	Explain the benefits of encouraging suggestions for improvements to work practices
01.04	Provide practical support to team members facing difficulties
01.05	Explain the use of leadership techniques in different circumstances
01.06	Give recognition for achievements, in line with organisational policies
01.07	Explain different ways of motivating people to achieve business performance targets
Be able to manage team performance	
02.01	Allocate responsibilities making best use of the expertise within the team
02.02	Agree with team member(s) specific, measurable objectives (SMART) in line with business needs
02.03	Provide individuals with resources to achieve the agreed objectives
02.04	Monitor individuals progress, providing support and feedback to help them achieve their objectives
02.05	Explain techniques to monitor individuals performance
02.06	Report on team performance in line with organisational requirements
Be able to deal with problems within a team	
03.01	Assess actual and potential problems and their consequences
03.02	Report problems beyond the limits of their own competence and authority to the right person
03.03	Take action within the limits of their own authority to resolve or reduce conflict
03.04	Adapt practices and processes as circumstances change

Unit Specification
L/506/1788
 Manage personal performance and development



Qualification Framework: RQF
 Title: Manage personal performance and development
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 18
 Unit Credit Value: 4
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/506/1788 : Manage personal performance and development	
Be able to manage personal performance	
Assessment Criterion - The learner can:	
01.01	Agree specific, measurable, achievable, realistic and time-bound (SMART) objectives that align with business needs with line manager
01.02	Agree criteria for measuring progress and achievement with line manager
01.03	Complete tasks to agreed timescales and quality standards
01.04	Report problems beyond their own level of competence and authority to the appropriate person
01.05	Take action needed to resolve any problems with personal performance
Be able to manage their own time and workload	
02.01	Plan and manage workloads and priorities using time management tools and techniques
02.02	Take action to minimise distractions that are likely to limit the effective management of time and the achievement of objectives
02.03	Explain the benefits of achieving an acceptable work-life balance
Be able to identify their own development needs	
03.01	Identify organisational policies relating to personal development
03.02	Explain the need to maintain a positive attitude to feedback on performance
03.03	Explain the potential business benefits of personal development
03.04	Identify their own preferred learning style(s)
03.05	Identify their own development needs from analyses of the role, personal and team objectives
03.06	Use feedback from others to identify their own development needs
03.07	Agree specific, measurable, achievable, realistic and time-bound (SMART) development objectives that align with organisational and personal needs
Be able to fulfil a personal development plan	
04.01	Agree a personal development plan that specifies actions, methods, resources, timescales and review mechanisms
04.02	Make use of formal development opportunities that are consistent with business needs
04.03	Use informal learning opportunities that contribute to the achievement of personal development objectives
04.04	Review progress against agreed objectives and amend plans accordingly
04.05	Share lessons learned with others using agreed communication methods

Unit Specification
R/506/2294
 Principles of team leading



Qualification Framework: RQF
 Title: Principles of team leading
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 37
 Unit Credit Value: 5
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/2294 : Principles of team leading	
Understand leadership styles in organisations	
Assessment Criterion - The learner can:	
01.01	Describe characteristics of effective leaders
01.02	Describe different leadership styles
01.03	Describe ways in which leaders can motivate their teams
01.04	Explain the benefits of effective leadership for organisations
Understand team dynamics	
02.01	Explain the purpose of different types of teams
02.02	Describe the stages of team development and behaviour
02.03	Explain the concept of team role theory
02.04	Explain how the principle of team role theory is used in team building and leadership
02.05	Explain typical sources of conflict within a team and how they could be managed
Understand techniques used to manage the work of teams	
03.01	Explain the factors to be taken into account when setting targets
03.02	Describe a range of techniques to monitor the flow of work of a team
03.03	Describe techniques to identify and solve problems within a team
Understand the impact of change management within a team	
04.01	Describe typical reasons for organisational change
04.02	Explain the importance of accepting change positively
04.03	Explain the potential impact on a team of negative responses to change
04.04	Explain how to implement change within a team
Understand team motivation	
05.01	Explain the meaning of the term motivation
05.02	Explain factors that affect the level of motivation of team members
05.03	Describe techniques that can be used to motivate team members
05.04	Explain how having motivated staff affects an organisation

Unit Specification
R/506/2957
 Understand business



Qualification Framework: RQF
 Title: Understand business
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 32
 Unit Credit Value: 4
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/2957 : Understand business	
Understand organisational structures	
Assessment Criterion - The learner can:	
01.01	Explain the differences between the private sector, the public sector and the voluntary sector
01.02	Explain the features and responsibilities of different business structures
01.03	Explain the relationship between an organisations vision, mission, strategy and objectives
Understand the business environment	
02.01	Describe the internal and external influences on a business
02.02	Explain the structure and use of a strength, weakness, opportunity and threat (SWOT) analysis
02.03	Explain why change can be beneficial to business organisations
02.04	Explain organisations' health and safety responsibilities
02.05	Describe sustainable ways of working
02.06	Explain how legislation affects the management and confidentiality of information
Understand the principles of business planning and finance within an organisation	
03.01	Explain the purpose, content and format of a business plan
03.02	Explain the business planning cycle
03.03	Explain the purpose of a budget
03.04	Explain the concept and importance of business risk management
03.05	Explain types of constraint that may affect a business plan
03.06	Define a range of financial terminology
03.07	Explain the purposes of a range of financial reports
Understand business reporting within an organisation	
04.01	Explain methods of measuring business performance
04.02	Explain the uses of management information and reports
04.03	Explain how personal and team performance data is used to inform management reports
04.04	Describe a managers responsibility for reporting to internal stakeholders
Understand the principles of management responsibilities and accountabilities within an organisation	
05.01	Explain the principle of accountability in an organisation
05.02	Explain the difference between 'authority' and 'responsibility'
05.03	Explain the meaning of delegated levels of authority and responsibility

Unit Specification
T/506/1798
 Communicate work-related information



Qualification Framework: RQF
 Title: Communicate work-related information
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 23
 Unit Credit Value: 4
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/506/1798 : Communicate work-related information	
Understand the principles and techniques of work-related communication	
Assessment Criterion - The learner can:	
01.01	Describe communication techniques used to gain and maintain the attention and interest of an audience
01.02	Explain the principles of effective written business communications
01.03	Explain the principles of effective verbal communications in a business environment
01.04	Describe the importance of checking the accuracy and currency of information to be communicated
01.05	Describe the importance of explaining to others the level of confidence that can be placed on the information being communicated
01.06	Describe the advantages and disadvantages of different methods of communication for different purposes
Be able to communicate work-related information verbally	
02.01	Identify the information to be communicated
02.02	Confirm that the audience is authorised to receive the information
02.03	Provide accurate information, using appropriate verbal communication techniques
02.04	Communicate in a way that the listener can understand, using language that is appropriate to the topic
02.05	Confirm that the listener has understood what has been communicated
Be able to communicate work-related information in writing	
03.01	Identify the information to be communicated
03.02	Provide accurate information using the appropriate written communication methods and house styles
03.03	Adhere to any organisational confidentiality requirements when communicating in writing
03.04	Use correct grammar, spelling, sentence structure and punctuation, using accepted business communication principles and formats
03.05	Justify opinions and conclusions with evidence

Unit Specification
A/506/1821
Manage team performance



Qualification Framework: RQF
Title: Manage team performance
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 21
Unit Credit Value: 4
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/1821 : Manage team performance	
Understand the management of team performance	
Assessment Criterion - The learner can:	
01.01	Explain the use of benchmarks in managing performance
01.02	Explain a range of quality management techniques to manage team performance
01.03	Describe constraints on the ability to amend priorities and plans
Be able to allocate and assure the quality of work	
02.01	Identify the strengths, competences and expertise of team members
02.02	Allocate work on the basis of the strengths, competences and expertise of team members
02.03	Identify areas for improvement in team members performance outputs and standards
02.04	Amend priorities and plans to take account of changing circumstances
02.05	Recommend changes to systems and processes to improve the quality of work
Be able to manage communications within a team	
03.01	Explain to team members the lines of communication and authority levels
03.02	Communicate individual and team objectives, responsibilities and priorities
03.03	Use communication methods that are appropriate to the topics, audience and timescales
03.04	Provide support to team members when they need it
03.05	Agree with team members a process for providing feedback on work progress and any issues arising
03.06	Review the effectiveness of team communications and make improvements

Unit Specification
F/506/1934
Participate in a project



Qualification Framework: RQF
Title: Participate in a project
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 19
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: F/506/1934 : Participate in a project	
Understand how to manage a project	
Assessment Criterion - The learner can:	
01.01	Explain the features of a project business case
01.02	Explain the stages of a project lifecycle
01.03	Explain the roles of people involved in a project
01.04	Explain the uses of project-related information
01.05	Explain the advantages and limitations of different project monitoring techniques
01.06	Analyse the interrelationship of project scope, schedule, finance, risk, quality and resources
Be able to support the delivery of a project	
02.01	Fulfil their role in accordance with a project plan
02.02	Collect project-related information in accordance with project plans
02.03	Use appropriate tools to analyse project information
02.04	Report on information analysis in the agreed format and timescale
02.05	Draw issues, anomalies and potential problems to the attention of project managers
02.06	Adhere to organisational policies and procedures, legal and ethical requirements in supporting the delivery of a project

Unit Specification
J/506/1806
 Principles of equality and diversity in the workplace



Qualification Framework: RQF
 Title: Principles of equality and diversity in the workplace
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 10
 Unit Credit Value: 2
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/1806 : Principles of equality and diversity in the workplace	
Understand the implications of equality legislation	
Assessment Criterion - The learner can:	
01.01	Define the concept 'equality and diversity'
01.02	Describe the legal requirements for equality of opportunity
01.03	Describe the role and powers of organisations responsible for equality
01.04	Explain the benefits of equal opportunities and diversity
01.05	Explain the potential consequences for an organisation of failing to comply with equality legislation
Understand organisational standards and expectations for equality and diversity and context in the workplace	
02.01	Explain how organisational policies on equality and diversity translate into day to day activity in the workplace
02.02	Describe their own responsibilities for equality and diversity in the workplace
02.03	Describe behaviours that support equality, diversity and inclusion in the workplace

Unit Specification
J/506/1921
Manage individuals performance



Qualification Framework: RQF
Title: Manage individuals' performance
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 20
Unit Credit Value: 4
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/1921 : Manage individuals performance	
Understand the management of underperformance in the workplace	
Assessment Criterion - The learner can:	
01.01	Explain typical organisational policies and procedures on discipline, grievance and dealing with underperformance
01.02	Explain how to identify causes of underperformance
01.03	Explain the purpose of making individuals aware of their underperformance clearly but sensitively
01.04	Explain how to address issues that hamper individuals' performance
01.05	Explain how to agree a course of action to address underperformance
Be able to manage individuals' performance in the workplace	
02.01	Agree with team members specific, measurable, achievable, realistic and time-bound (SMART) objectives that align to organisational objectives
02.02	Delegate responsibility to individuals on the basis of their expertise, competence, skills, knowledge, and development needs
02.03	Apply motivation techniques to maintain morale
02.04	Provide information, resources and on-going mentoring to help individuals meet their targets, objectives and quality standards
02.05	Monitor individuals progress towards objectives in accordance with agreed plans
02.06	Recognise individuals' achievement of targets and quality standards
02.07	Adhere to organisational policies and procedures, and legal and ethical requirements when managing individuals performance in the workplace

Unit Specification
J/506/2292
 Encourage innovation



Qualification Framework: RQF
 Title: Encourage innovation
 Unit Level: Level 3
 Unit Sub Level: None
 Guided Learning Hours: 14
 Unit Credit Value: 4
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: J/506/2292 : Encourage innovation	
Be able to identify opportunities for innovation	
Assessment Criterion - The learner can:	
01.01	Analyse the advantages and disadvantages of techniques used to generate ideas
01.02	Explain how innovation benefits an organisation
01.03	Explain the constraints on their own ability to make changes
01.04	Agree with stakeholders terms of reference and criteria for evaluating potential innovation and improvement
01.05	Engage team members in finding opportunities to innovate and suggest improvements
01.06	Monitor performance, products and/or services and developments in areas that may benefit from innovation
01.07	Analyse valid information to identify opportunities for innovation and improvement
Be able to generate and test ideas for innovation and improvement	
02.01	Generate ideas for innovation or improvement that meet the agreed criteria
02.02	Test selected ideas that meet viability criteria
02.03	Evaluate the fitness for purpose and value of the selected ideas
02.04	Assess potential innovations and improvements against the agreed evaluation criteria
Be able to implement innovative ideas and improvements	
03.01	Explain the risks of implementing innovative ideas and improvements
03.02	Justify conclusions of efficiency and value with evidence
03.03	Prepare costings and schedules of work that will enable efficient implementation
03.04	Design processes that support efficient implementation

Unit Specification
K/506/1927
 Manage conflict within a team



Qualification Framework: RQF
 Title: Manage conflict within a team
 Unit Level: Level 3
 Unit Sub Level: None
 Guided Learning Hours: 25
 Unit Credit Value: 5
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: K/506/1927 : Manage conflict within a team	
Understand the principles of conflict management	
Assessment Criterion - The learner can:	
01.01	Evaluate the suitability of different methods of conflict management in different situations
01.02	Describe the personal skills needed to deal with conflict between other people
01.03	Analyse the potential consequences of unresolved conflict within a team
01.04	Explain the role of external arbitration and conciliation in conflict resolution
Be able to reduce the potential for conflict within a team	
02.01	Communicate to team members their roles, responsibilities, objectives and expected standards of behaviour
02.02	Explain to team members the constraints under which other colleagues work
02.03	Review systems, processes, situations and structures that are likely to give rise to conflict in line with organisational procedures
02.04	Take action to minimise the potential for conflict within the limits of their own authority
02.05	Explain how team members' personalities and cultural backgrounds may give rise to conflict
Be able to deal with conflict within a team	
03.01	Assess the seriousness of conflict and its potential impact
03.02	Treat everyone involved with impartiality and sensitivity
03.03	Decide a course of action that offers optimum benefits
03.04	Explain the importance of engaging team members support for the agreed actions
03.05	Communicate the actions to be taken to those who may be affected by it
03.06	Adhere to organisational policies and procedures, legal and ethical requirements when dealing with conflict within a team

Unit Specification
M/506/1928
 Procure products and/or services



Qualification Framework: RQF
 Title: Procure products and/or services
 Unit Level: Level 3
 Unit Sub Level: None
 Guided Learning Hours: 35
 Unit Credit Value: 5
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/1928 : Procure products and/or services	
Be able to identify procurement requirements	
Assessment Criterion - The learner can:	
01.01	Explain current and likely future procurement requirements
01.02	Decide whether the purchase of products and/or services offers the organisation best value
01.03	Evaluate ethical and sustainability considerations relating to procurement
01.04	Justify the decision to buy products and/or services with evidence of an analysis of risk, costs and benefits
Be able to select suppliers	
02.01	Explain the factors to be taken into account in selecting suppliers
02.02	Explain organisational procurement policies, procedures and standards
02.03	Explain the effect of supplier choice on the supply chain
02.04	Use appropriate media to publicise procurement requirements
02.05	Confirm the capability and track record of suppliers and their products and/or services
02.06	Select suppliers that meet the procurement specification
Be able to buy products and/or services	
03.01	Explain the action to be taken in the event of problems arising
03.02	Agree contract terms that are mutually acceptable within their own scope of authority
03.03	Record agreements made, stating the specification, contract terms and any post-contract requirements
03.04	Adhere to organisational policies and procedures, legal and ethical requirements

Unit Specification
M/506/1931
Collaborate with other departments



Qualification Framework: RQF
Title: Collaborate with other departments
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 14
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/1931 : Collaborate with other departments	
Understand how to collaborate with other departments	
Assessment Criterion - The learner can:	
01.01	Explain the need for collaborating with other departments
01.02	Explain the nature of the interaction between their own team and other departments
01.03	Explain the features of effective collaboration
01.04	Explain the potential implications of ineffective collaboration with other departments
01.05	Explain the factors relating to knowledge management that should be considered when collaborating with other departments
Be able to identify opportunities for collaboration with other departments	
02.01	Analyse the advantages and disadvantages of collaborating with other departments
02.02	Identify with which departments collaborative relationships should be built
02.03	Identify the scope for and limitations of possible collaboration
Be able to collaborate with other departments	
03.01	Agree Service Level Agreements (SLAs), objectives and priorities of collaborative arrangements
03.02	Work with other departments in a way that contributes to the achievement of organisational objectives

Unit Specification
R/506/1789
 Develop working relationships with colleagues



Qualification Framework: RQF
 Title: Develop working relationships with colleagues
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 19
 Unit Credit Value: 3
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/1789 : Develop working relationships with colleagues	
Understand the principles of effective team working	
Assessment Criterion - The learner can:	
01.01	Outline the benefits of effective team working
01.02	Describe how to give feedback constructively
01.03	Explain conflict management techniques that may be used to resolve team conflicts
01.04	Explain the importance of giving team members the opportunity to discuss work progress and any issues arising
01.05	Explain the importance of warning colleagues of problems and changes that may affect them
Be able to maintain effective working relationships with colleagues	
02.01	Recognise the contribution of colleagues to the achievement of team objectives
02.02	Treat colleagues with respect, fairness and courtesy
02.03	Fulfil agreements made with colleagues
02.04	Provide support and constructive feedback to colleagues
Be able to collaborate with colleagues to resolve problems	
03.01	Take others viewpoints into account when making decisions
03.02	Take ownership of problems within own level of authority
03.03	Take action to minimise disruption to business activities within their own level of authority
03.04	Resolve problems within their own level of authority and agreed contribution

Unit Specification
T/506/1820
 Promote equality, diversity and inclusion in the workplace



Qualification Framework: RQF
 Title: Promote equality, diversity and inclusion in the workplace
 Unit Level: Level 3
 Unit Sub Level: None
 Guided Learning Hours: 15
 Unit Credit Value: 3
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/506/1820 : Promote equality, diversity and inclusion in the workplace	
Understand the organisational aspects of equality, diversity and inclusion in the workplace	
Assessment Criterion - The learner can:	
01.01	Explain the difference between equality, diversity and inclusion
01.02	Explain the impact of equality, diversity and inclusion across aspects of organisational policy
01.03	Explain the potential consequences of breaches of equality legislation
01.04	Describe nominated responsibilities within an organisation for equality, diversity and inclusion
Understand the personal aspects of equality, diversity and inclusion in the workplace	
02.01	Explain the different forms of discrimination and harassment
02.02	Describe the characteristics of behaviour that supports equality, diversity and inclusion in the workplace
02.03	Explain the importance of displaying behaviour that supports equality, diversity and inclusion in the workplace
Be able to support equality, diversity and inclusion in the workplace	
03.01	Ensure colleagues are aware of their responsibilities for equality, diversity and inclusion in the workplace
03.02	Identify potential issues relating to equality, diversity and inclusion in the workplace
03.03	Adhere to organisational policies and procedures, and legal and ethical requirements when supporting equality, diversity and inclusion in the workplace

Unit Specification
Y/506/1924
Chair and lead meetings



Qualification Framework: RQF
Title: Chair and lead meetings
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 10
Unit Credit Value: 3
SSAs: 15.3 Business Management
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: Y/506/1924 : Chair and lead meetings	
Be able to prepare to lead meetings	
Assessment Criterion - The learner can:	
01.01	Identify the type, purpose, objectives, and background to a meeting
01.02	Identify those individuals expected, and those required to attend a meeting
01.03	Prepare for any formal procedures that apply to a meeting
01.04	Describe ways of minimising likely problems in a meeting
01.05	Take action to ensure that meeting documentation is prepared correctly and distributed to the agreed people within the agreed timescale
Be able to chair and lead meetings	
02.01	Follow business conventions in the conduct of a meeting
02.02	Facilitate meetings so that everyone is involved and the optimum possible consensus is achieved
02.03	Manage the agenda within the timescale of the meeting
02.04	Summarise the agreed actions, allocated responsibilities, timescales and any future arrangements
Be able to deal with post-meeting matters	
03.01	Take action to ensure that accurate records of a meeting are produced and distributed in the agreed format and timescale
03.02	Take action to ensure that post-meeting actions are completed
03.03	Evaluate the effectiveness of a meeting and identify points for future improvement

Unit Specification
Y/506/2958
 Contribute to meetings in a business environment



Qualification Framework: RQF
 Title: Contribute to meetings in a business environment
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 7
 Unit Credit Value: 3
 SSAs: 15.3 Business Management
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: Y/506/2958 : Contribute to meetings in a business environment	
Be able to prepare for meetings	
Assessment Criterion - The learner can:	
01.01	Explain the structure and purpose of different types of meetings in a business environment
01.02	Explain the importance of having a meeting agenda which addresses objectives
01.03	Obtain current versions of documents required for the meeting
01.04	Gather information from relevant people in preparation for meetings
01.05	Confirm the objectives to be achieved during the meeting
Be able to participate in meetings	
02.01	Present views and information, providing evidence to support the case
02.02	Represent the views of those consulted
02.03	Take others viewpoints into account in decision-making
02.04	Identify issues that may have an impact on their area of responsibility
02.05	Make constructive contributions in line with business objectives
02.06	Summarise future actions and accountabilities
Be able to carry out post-meeting activities	
03.01	Carry out agreed actions post-meeting within the agreed timescale
03.02	Identify areas for improvements by reflecting on personal contributions to meetings

Unit Specification
A/506/2130
 Deliver customer service



Qualification Framework: RQF
 Title : Deliver customer service
 Unit Level : Level 2
 Unit Sub Level : None
 Guided Learning Hours : 27
 Unit Credit Value : 5
 SSAs : 15.2 Administration
 Unit Grading Structure : Pass
 Assessment Guidance : Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/2130 : Deliver customer service	
Understand customer service delivery	
Assessment Criterion - The learner can:	
01.01	Explain the relationship between customers needs and expectations and customer satisfaction
01.02	Describe the features and benefits of an organisations products and/or services
01.03	Explain the importance of treating customers as individuals
01.04	Explain the importance of balancing promises made to customers with the needs of an organisation
01.05	Explain when and to whom to escalate problems
01.06	Describe methods of measuring their own effectiveness in the delivery of customer service
Understand the relationship between customer service and a brand	
02.01	Explain the importance of a brand to an organisation
02.02	Explain how a brand affects an organisations customer service offer
02.03	Explain the importance of using customer service language that supports a brand promise
02.04	Identify their own role in ensuring that a brand promise is delivered
Be able to prepare to deal with customers	
03.01	Keep up to date with an organisations products and/or services
03.02	Prepare resources that are necessary to deal with customers before starting work
Be able to provide customer service	
04.01	Maintain organisational standards of presentation and behaviour when providing customer service
04.02	Adapt their own behaviour to meet customers needs or expectations
04.03	Respond to customers requests in line with organisational guidelines
04.04	Inform customers of the progress of their requests
04.05	Confirm that customers expectations have been met in line with the service offer
04.06	Adhere to organisational policies and procedures, legal and ethical requirements when providing customer service
Be able to support improvements to customer service delivery	
05.01	Identify ways that customer service could be improved for an organisation and individuals
05.02	Share information and ideas with colleagues and/or service partners to support the improvement of service delivery

Unit Specification
A/506/2158
 Resolve customer service problems



Qualification Framework: RQF
 Title: Resolve customer service problems
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 22
 Unit Credit Value: 5
 SSAs: 15.2 Administration
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: A/506/2158 : Resolve customer service problems	
Understand the resolution of customer service problems	
Assessment Criterion - The learner can:	
01.01	Describe an organisations customer service and complaints procedures
01.02	Describe techniques to identify customer service problems and their causes
01.03	Describe techniques to deal with situations where customers become agitated or angry
01.04	Explain the limits of their own authority for resolving customers problems and making promises
01.05	Explain the purpose of encouraging customers to provide feedback
01.06	Describe methods used to encourage customers to provide feedback
Be able to resolve customer service problems	
02.01	Identify the nature and cause of customer service problems
02.02	Identify workable options for resolving problems within organisational guidelines
02.03	Use the most appropriate method of communication for dealing with customers
02.04	Agree with customers the option that best meets their needs and those of the organisation
02.05	Keep customers informed of progress
02.06	Fulfil promises made to customers during the resolution process
02.07	Share customer feedback with others to improve the resolution of customer service problems
02.08	Adhere to organisational policies and procedures, legal and ethical requirements when resolving customer service problems
Be able to manage unresolved customer service problems	
03.01	Explain to customers the reasons why problems cannot be resolved
03.02	Refer customers to other sources of help if their problems cannot be resolved

Unit Specification
D/506/1813
Handle mail



Qualification Framework: RQF
Title: Handle mail
Unit Level: Level 2
Unit Sub Level: None
Guided Learning Hours: 15
Unit Credit Value: 3
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: D/506/1813 : Handle mail	
Understand how to deal with mail	
Assessment Criterion - The learner can:	
01.01	Explain how to deal with junk mail
01.02	Describe what to do in the event of problems arising when dealing with incoming or outgoing mail
01.03	Describe how to operate a franking machine
01.04	Explain how to prepare packages for distribution
01.05	State organisational policies and procedures on mail handling, security and the use of courier services
01.06	Explain the process for reporting suspicious or damaged items in accordance with organisational procedures
Be able to deal with incoming mail	
02.01	Sort incoming mail in line with organisational procedures
02.02	Distribute incoming mail and packages to the right people according to the agreed schedule
02.03	Deal with incorrectly addressed and junk mail in accordance with organisational procedures
Be able to deal with outgoing mail	
03.01	Organise the collection of outgoing mail and packages on time
03.02	Identify the best option for dispatching mail according to the required degree of urgency, size and value of the item
03.03	Dispatch outgoing mail on time

Unit Specification
F/506/2131
Understand customers



Qualification Framework: RQF
Title: Understand customers
Unit Level: Level 2
Unit Sub Level: None
Guided Learning Hours: 17
Unit Credit Value: 2
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: F/506/2131 : Understand customers	
Understand different types of customers	
Assessment Criterion - The learner can:	
01.01	Explain the distinctions between internal and external customers
01.02	Explain how cultural factors can affect customers expectations
01.03	Describe the characteristics of challenging customers
01.04	Explain how to identify dissatisfied customers
Understand the value of customers and their loyalty	
02.01	Explain how the achievement of the customer service offer contributes to enhancing customer loyalty
02.02	Explain the relationship between customer satisfaction and organisational performance
02.03	Explain how the reputation and image of an organisation affects customers perceptions of its products and/or services
02.04	Explain the potential consequences of customers dissatisfaction
02.05	Describe different methods of attracting customers and retaining their loyalty

Unit Specification
H/506/1912
Negotiate in a business environment



Qualification Framework: RQF
Title: Negotiate in a business environment
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 18
Unit Credit Value: 4
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: H/506/1912 : Negotiate in a business environment	
Understand the principles underpinning negotiation	
Assessment Criterion - The learner can:	
01.01	Describe the requirements of a negotiation strategy
01.02	Explain the use of different negotiation techniques
01.03	Explain how research on the other party can be used in negotiations
01.04	Explain how cultural differences might affect negotiations
Be able to prepare for business negotiations	
02.01	Identify the purpose, scope and objectives of the negotiation
02.02	Explain the scope of their own authority for negotiating
02.03	Prepare a negotiating strategy
02.04	Prepare fall-back stances and compromises that align with the negotiating strategy and priorities
02.05	Assess the likely objectives and negotiation stances of the other party
02.06	Research the strengths and weaknesses of the other party
Be able to carry out business negotiations	
03.01	Carry out negotiations within responsibility limits in a way that optimises opportunities
03.02	Adapt the conduct of the negotiation in accordance with changing circumstances
03.03	Maintain accurate records of negotiations, outcomes and agreements made
03.04	Adhere to organisational policies and procedures, and legal and ethical requirements when carrying out business negotiations

Unit Specification
K/506/1913
Develop a presentation



Qualification Framework: RQF
Title: Develop a presentation
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 11
Unit Credit Value: 3
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: K/506/1913 : Develop a presentation	
Understand how to develop a presentation	
Assessment Criterion - The learner can:	
01.01	Explain best practice in developing presentations
01.02	Explain who needs to be consulted on the development of a presentation
01.03	Explain the factors to be taken into account in developing a presentation
01.04	Analyse the advantages and limitations of different communication media
Be able to develop a presentation	
02.01	Identify the purpose, content, style, timing and audience for a presentation
02.02	Select a communication media that is appropriate to the nature of a presentation, message and audience
02.03	Tailor a presentation to fit the timescale and audiences needs
02.04	Prepare a presentation that is logically structured, summarises the content and addresses the brief
02.05	Take action to ensure that a presentation adheres to organisational guidelines and policies
02.06	Develop materials that support the content of a presentation

Unit Specification
L/506/1905
 Employee rights and responsibilities



Qualification Framework: RQF
 Title: Employee rights and responsibilities
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 16
 Unit Credit Value: 2
 SSAs: 15.2 Administration
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: L/506/1905 : Employee rights and responsibilities	
Understand the role of organisations and industries	
Assessment Criterion - The learner can:	
01.01	Explain the role of their own occupation within an organisation and industry
01.02	Describe career pathways within their organisation and industry
01.03	Identify sources of information and advice on an industry, occupation, training and career pathway
01.04	Describe an organisations principles of conduct and codes of practice
01.05	Explain issues of public concern that affect an organisation and industry
01.06	Describe the types, roles and responsibilities of representative bodies and their relevance to their own role
Understand employers expectations and employees rights and obligations	
02.01	Describe the employer and employee statutory rights and responsibilities that affect their own role
02.02	Describe an employers expectations for employees standards of personal presentation, punctuality and behaviour
02.03	Describe the procedures and documentation that protect relationships with employees
02.04	Identify sources of information and advice on employment rights and responsibilities

Unit Specification
M/506/1914
Deliver a presentation



Qualification Framework: RQF
Title: Deliver a presentation
Unit Level: Level 3
Unit Sub Level: None
Guided Learning Hours: 17
Unit Credit Value: 3
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: M/506/1914 : Deliver a presentation	
Understand the principles underpinning the delivery of presentations	
Assessment Criterion - The learner can:	
01.01	Analyse the advantages and limitations of different methods of, and media for, making presentations
01.02	Explain how the type and size of the audience affects the delivery of a presentation
01.03	Explain the factors to be taken into account in developing contingency plans when delivering presentations
01.04	Explain voice projection and timing techniques when delivering presentations
01.05	Explain the factors to be taken into account in responding to questions from an audience
01.06	Explain different methods for evaluating the effectiveness of a presentation
Be able to prepare to deliver a presentation	
02.01	Confirm the layout of the venue and correct functioning of equipment and resources prior to making a presentation
02.02	Develop contingency plans for potential equipment and resource failure
02.03	Take action to ensure that the presentation fits the time slot available
Be able to deliver a presentation	
03.01	Speak clearly and confidently, using language that is appropriate for the topic and the audience
03.02	Vary their voice tone, pace and volume appropriately when delivering a presentation
03.03	Use body language in a way that reinforces messages
03.04	Use equipment and resources effectively when delivering a presentation
03.05	Deliver a presentation within the agreed timeframe
03.06	Respond to questions in a way that meets the audiences needs
03.07	Evaluate the effectiveness of a presentation

Unit Specification
R/506/1811
Store and retrieve information



Qualification Framework: RQF
Title: Store and retrieve information
Unit Level: Level 2
Unit Sub Level: None
Guided Learning Hours: 19
Unit Credit Value: 4
SSAs: 15.2 Administration
Unit Grading Structure: Pass
Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/1811 : Store and retrieve information	
Understand information storage and retrieval	
Assessment Criterion - The learner can:	
01.01	Describe systems and procedures for storing and retrieving information
01.02	Outline legal and organisational requirements for information security and retention
01.03	Explain how to create filing systems to facilitate information identification and retrieval
01.04	Explain how to use different search techniques to locate and retrieve information
01.05	Describe what to do when problems arise when storing or retrieving information
Be able to gather and store information	
02.01	Gather the information required within the agreed timescale
02.02	Store files and folders in accordance with organisational procedures
02.03	Store information in approved locations
02.04	Adhere to organisational policies and procedures, legal and ethical requirements
Be able to retrieve information	
03.01	Confirm information to be retrieved and its intended use
03.02	Retrieve the required information within the agreed timescale

Unit Specification
R/506/2151
 Resolve customers complaints



Qualification Framework: RQF
 Title: Resolve customers' complaints
 Unit Level: Level 3
 Unit Sub Level: None
 Guided Learning Hours: 22
 Unit Credit Value: 4
 SSAs: 15.2 Administration
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: R/506/2151 : Resolve customers complaints	
Understand the monitoring and resolution of customers complaints	
Assessment Criterion - The learner can:	
01.01	Assess the suitability of a range of monitoring techniques for customers complaints
01.02	Explain how to identify those complaints that should prompt a review of the service offer and service delivery
01.03	Explain negotiating techniques used to resolve customers complaints
01.04	Explain conflict management techniques used in dealing with upset customers
01.05	Explain organisational procedures for dealing with customer complaints
01.06	Explain when to escalate customers complaints
01.07	Explain the cost and regulatory implications of admitting liability on the basis of a customer complaint
01.08	Explain the advantages and limitations of offering compensation or replacement products and/or services
Be able to deal with customers complaints	
02.01	Confirm the nature, cause and implications of customers complaints
02.02	Take personal responsibility for dealing with complaints
02.03	Communicate in a way that recognises customers problems and understands their points of view
02.04	Explain the advantages and limitations of different complaint response options to customers
02.05	Explain the advantages and limitations of different complaint response options to the organisation
02.06	Keep customers informed of progress
02.07	Agree solutions with customers that address the complaint and which are within the limits of their own authority
02.08	Record the outcome of the handling of complaints for future reference
02.09	Adhere to organisational policies and procedures, legal and ethical requirements when dealing with customers complaints

Unit Specification
T/505/4673
 Health and Safety Procedures in the Workplace



Qualification Framework: RQF
 Title: Health and Safety Procedures in the Workplace
 Unit Level: Level 2
 Unit Sub Level: None
 Guided Learning Hours: 16
 Unit Credit Value: 2
 SSAs: 14.2 Preparation for Work
 Unit Grading Structure: Pass
 Assessment Guidance: Please refer to the [Online iCQ Assessment Guidance](#).

Unit: T/505/4673 : Health and Safety Procedures in the Workplace	
Know health and safety procedures in the workplace.	
Assessment Criterion - The learner can:	
01.01	Define the main responsibilities for health and safety in the workplace of the following: a) employers b) employees.
01.02	Describe two health and safety laws affecting the workplace.
01.03	Define the importance of following health and safety procedures in the workplace.
01.04	Define the types of information or support available in relation to a specified aspect of health and safety in the workplace.
Be able to carry out tasks with regard to health and safety in the workplace.	
02.01	Carry out a risk assessment of a specified workplace activity.
02.02	Use equipment or tools safely in the workplace.
02.03	Describe how to prevent accidents in the workplace.
02.04	Assess how own health and safety practices could be improved.

Qualification Specification

601/3674/1

iCQ Level 2 Diploma in Team Leading
(RQF)



Barred Units

Barred Unit		Unit
Description	Source Unit	Target Units
Principles of equality and diversity in the workplace (J/506/1806)		Promote equality, diversity and inclusion in the workplace (T/506/1820)
Contribute to meetings in a business environment (Y/506/2958)		Chair and lead meetings (Y/506/1924)