IFE Level 4 Certificate in Leadership and Management

Qualification Specification

Qualification Number: 603/6617/5

About the Institution of Fire Engineers (IFE)

The IFE is the professional institution for those working in the fire sector. The IFE is a registered charity working for societal benefit. Founded in 1918, the IFE's mission is to promote, encourage and improve the science, practice and professionalism of fire engineering with the overall aim of protecting and saving lives.

Members of the IFE share a commitment to ensuring that the fire profession remains relevant and valued, protecting people, property and the environment from fire.

The IFE Awarding Organisation

The IFE's awarding organisation is non-profitmaking.

The aim of the of the awarding organisation is to encourage those who work in the sector to engage with, and develop, the critical understanding needed to operate effectively and safely and to the best professional standards so that they can protect and save lives. In doing this, the awarding organisation contributes to three of the IFE's (six) over-arching strategic priorities i.e.:

- Facilitate awareness of fire issues and developments through the communication of ideas, knowledge and information
- Foster professionalism by establishing and maintaining pathways and recognised standards of fire professionalism and competency.
- Increase knowledge in the science, practice and professionalism of fire engineering.

All of the IFE's qualifications are designed for those working in the fire sector and to meet the above priorities. The qualifications and the associated assessments (examinations and practical activities/assignments) provided by the IFE are designed, assessed and quality assured by experts with extensive experience of working within the fire sector.

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IFE Level 4 Certificate in Leadership and Management

Introduction
This qualification has been developed by the Institution of Fire Engineers (IFE) in partnership with leadership and management professionals operating in both the private and public sector.

The qualification focuses on the importance of effective management in contributing to the successful and safe performance of operational teams and to the performance of the organisation overall. It encompasses organisational structure, business planning, performance management, resource management and engagement with employees and stakeholders.

This qualification is derived from unit 5: Leadership and Management in Fire and Rescue which is recognised within the structure of the Level 4 Diploma in Fire Science and Fire Safety. It is directly equivalent to that unit in that the content and assessment remain exactly the same. Candidates who achieve this qualification may use it towards the achievement of the Level 4 Diploma in Fire Science and Fire Safety. For information, please see - https://www.ife.org.uk/IFE-Qualifications-with-Syllabus-Links

Target Audience
This qualification will be appropriate for individuals working in the fire sector in higher level roles such as Station Manager or Area Manager. It covers the underpinning understanding required for effective management and leadership and also the wider range of business skills required by those in senior management roles.

Learning Outcomes
Candidates who achieve this qualification should be able to:

- explain how to develop, implement and evaluate different types of organisational plans
- explain how to manage relationships with internal colleagues, external partners, and stakeholders
- identify and explain good practice in relation to leadership and management
- explain how to manage performance in order to deliver organisational objectives
- explain how to assess and monitor resource requirements
- identify and evaluate factors affecting organisational performance and goals

Membership of the IFE
Achievement of this qualification enables candidates to meet the academic requirement for membership of the Institution at **Technician (TIFireE) Grade**.

Achievement of **three Level 4 Certificates** enables candidates to meet the academic requirement for membership of the Institution at **Associate (AIFireE) Grade** or **Member (MIFireE) Grade**.

To achieve the full **Level 4 Diploma**, candidates must complete this qualification **in addition to** the following:

- The mandatory **Level 4 Certificate in Fire Engineering Science**

- The mandatory **Level 4 Certificate in Fire Safety**
- One additional **IFE Level 4 Certificate**

All four qualifications must be achieved **within a five-year period**.

Qualification Content
The content of the qualification is set out in the section entitled "Content" below. This provides information on the range of topics that must be studied including the way that candidates need to show their understanding (Assessment Criteria) and the scope/range/contexts in which they can be tested (Knowledge, Understanding and Skills).

The syllabus content is very broad and deep and therefore not all topics can be tested in all examinations. Candidates are advised to prepare for the examination by covering all topics so that they are able to provide comprehensive responses.

Assessment
The assessment takes the form of one three-hour examination and provides a summative assessment of the full range of learning specified in the content below.

Examinations are provided in English only.

Candidates will be required to complete **six** questions from a choice of **eight** questions. There will be 20 marks available for each of the questions.

In order to achieve a Pass, candidates will be required to attain at least 48 of the 120 marks available to them via the six questions.

Candidates who answer fewer than six questions will be able to achieve a Pass as long as they achieve the minimum pass mark of 48. Should candidates answer more than six questions, they will not benefit as only the six best responses will be included in the final mark.

Certification
Results of examinations will be reported as follows:

Pass - this is awarded where candidates achieve a mark between the minimum pass mark of 48 marks and 71 marks.

Distinction - this is awarded where candidates achieve a mark of 72 or above.

Fail - candidates who achieve 47 marks or fewer will receive a result showing Fail. Where candidates receive 24 marks or fewer, the result will show as Fail (X).

Candidates who are unsuccessful in the examination may re-sit the examination. There is no limit on the number of times that candidates may re-sit.

Candidates will be issued with the mark achieved out of a total of 120.

Entry Requirements
There are no formal entry requirements.
As the examination is provided in English only, candidates will need to have a comprehensive understanding of the English language in order to access the examination questions.

Qualification Level
This qualification has been designed to enable candidates to demonstrate that they have attained knowledge and understanding at Level 4. Other types of qualifications that are set at Level 4 include Certificate of Higher Education (CertHE), Higher National Certificate (HNC) and Level 4 NVQs.

The qualifications regulator, Ofqual, has provided the following descriptors to illustrate the knowledge and understanding expected from those who hold qualifications at Level 4.

Level 4 Knowledge Descriptor
The candidate:

- Has practical, theoretical, or technical knowledge and understanding of a subject or field of work to address problems that are well defined but complex and non-routine.
- Can analyse, interpret, and evaluate relevant information and ideas.
- Is aware of the nature of approximate scope of the area of study or work.
- Has an informed awareness of different perspectives or approaches within the area of study or work.

Candidates are advised to bear these descriptors in mind when preparing for assessment and when composing responses to examination questions.

Qualification Learning Time
The length of time needed to prepare for this examination will vary depending upon the starting point for each candidate.

Total qualification time is 160 hours:

- 157 hours of learning/study. Study may be self-study (please see the section on recommended reading material below) and may include relevant fire and rescue service training programmes.
- 3 hours of assessment (directed time) i.e., one three-hour examination.

Most candidates prepare for IFE examinations via self-study or by drawing on training provided by their employer that covers aspects of the syllabus. Candidates are advised to cross-map their study/training against the content of the syllabus to ensure that all parts of the syllabus have been covered. Recommended reading materials are listed below.

Progression
Candidates who are successful in achieving this qualification may consider progression to a specialist degree or Foundation Degree programme.

Recommended Reading
This qualification covers an extensive range of contexts and candidates are advised to reflect this breadth in their examination preparation.

Candidates preparing for the examinations are advised to refer to the list below:

- IFE Leadership and Management Resources
- Management Theory and Practice (7th Edition) Parts 1 and 2. Section 13 of Part 3. G.A. Cole and P. Kelly. Published by South Western Cengage Learning EMEA
- Effective Leadership, John Adair. Published by Pan 2009.
- The John Adair Handbook of Management and Leadership, Published by Thorogood, 2005.
- NFCC Leadership Framework - Inspiring Leadership in the Fire and Rescue Service
- HSG65 – Managing health and Safety
- INDG417(rev1) 06/13 - Leading health and safety at work
- Leadership: Theory and Practice, Peter G Northouse. Published by Sage.

Content

1. Leadership and Management Principles

Assessment Criteria	Knowledge and Understanding
1.1 Understand the principles of leadership and management	• Explain the role of leadership and management in achieving organisational objectives. • Define and discuss key leadership and management theories. • Differentiate between leadership and management functions.
1.2 Evaluate leadership styles	• Describe various leadership styles and their impact on team performance. • Assess the advantages and disadvantages of different leadership styles in various contexts.
1.3 Understand organisational culture	• Define organisational culture and its components. • Explain how culture influences behaviour and performance in the workplace. • Assess the impact of organisational culture on change management.

2. Strategic Planning and Management

Assessment Criteria	Knowledge and Understanding
2.1 Understand the strategic planning process	• Explain the importance of strategic planning for organisations. • Describe the steps involved in the strategic planning process. • Identify tools and techniques used in strategic planning, such as SWOT and PESTLE analysis.
2.2 Develop strategic objectives	• Explain how to develop strategic objectives aligned with organisational vision and mission. • Discuss the role of stakeholders in the strategic planning process.
2.3 Monitor and evaluate strategic plans	• Explain the importance of monitoring and evaluating strategic plans. • Identify key performance indicators (KPIs) for measuring success. • Discuss methods for assessing the effectiveness of strategic initiatives.

3. Performance Management

Assessment Criteria	Knowledge and Understanding
3.1 Understand the performance management process	• Explain the purpose and components of performance management systems. • Discuss the importance of setting performance standards and objectives. • Explain the role of feedback in performance management.

3.2 Implement performance management systems	• Describe how to implement performance management systems within an organisation. • Discuss techniques for conducting performance appraisals and evaluations.
3.3 Manage underperformance	• Identify common causes of underperformance. • Discuss strategies for addressing underperformance and supporting employee development.
3.4 Recruitment and selection	• Identify and explain the stages of a recruitment process. • Discuss how personnel should be selected for a role.
3.5 Health and Safety	• Discuss the importance of health and safety at work and how organisations manage health and safety issues. • Explain the legal duties and responsibilities under Health and Safety. • Discuss how to promote a positive health and safety culture.

4. Financial Management

Assessment Criteria	Knowledge and Understanding
4.1 Understand financial management principles	• Explain the role of financial management in organisational success. • Discuss key financial concepts such as revenue, expenses, and profit margins. • Explain the importance of budgeting and financial forecasting.
4.2 Develop and manage budgets	• Describe the budget development process. • Explain how to monitor and control budgets effectively. • Discuss the implications of budget variances on organisational performance.
4.3 Financial reporting and analysis	• Explain the importance of financial reporting for stakeholders. • Describe key financial statements and their components. • Discuss methods for analysing financial performance.

5. Change Management

Assessment Criteria	Knowledge and Understanding
5.1 Understand the change management process	• Define change management and its importance in organisations. • Discuss the stages of the change management process. • Explain the role of leadership in facilitating change.

5.2 Implement change initiatives	• Describe how to develop and implement change initiatives. • Discuss strategies for overcoming resistance to change. • Explain the importance of communication during change initiatives.
5.3 Evaluate the impact of change	• Explain methods for evaluating the success of change initiatives. • Discuss the role of feedback and continuous improvement in the change management process.

6. Communication and Interpersonal Skills

Assessment Criteria	**Knowledge and Understanding**
6.1 Understand the importance of effective communication	• Explain the role of communication in leadership and management. • Discuss different types of communication (verbal, non-verbal, written). • Explain barriers to effective communication and strategies to overcome them.
6.2 Develop interpersonal skills	• Identify key interpersonal skills required for effective leadership. • Discuss the importance of emotional intelligence in the workplace. • Explain how to build and maintain positive working relationships.
6.3 Facilitate effective team communication	• Discuss strategies for fostering open communication within teams. • Explain the role of active listening in team dynamics. • Describe techniques for resolving conflicts in teams.