

TEAM LEADER AND SUPERVISOR LEVEL 3 (ST0384/AP03)

OVERVIEW

Team Leaders and Supervisors play an important part in ensuring the success of the UK's Manufacturing and engineering sector. This new standard is suited to apprentices working in a wide range of businesses. This could be working in any type and size of organisation.

The Team Leader and Supervisor Level 3 Apprenticeship Standard provides apprentices with an opportunity to gain the knowledge and skills required to work in a variety of different job roles. Whilst specific responsibilities will vary, the knowledge, skills and behaviours needed will be the same whatever the role.

ROLE

Key responsibilities are likely to include supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems, and building relationships internally and externally.

Team Leaders and Supervisors can be found across all industry sectors and functions including automotive, banking, engineering, food products, IT, property, retail, telecoms etc. Typical roles could include: Supervisor, Team Leader, Project Officer, Shift Supervisor, Foreperson, and Shift Manager

In carrying out the role, Team Leaders and Supervisors will be required to:

- Demonstrate interpersonal excellence in managing people and developing relationships.
- Deliver results through implementing operational/team plans and delivering projects on time and to budget.
- Demonstrate personal effectiveness by responding to feedback, managing their own time and using effective problem-solving techniques.

DURATION

The apprenticeship will typically take 12 to 18 months to complete.

ENTRY REQUIREMENTS

Individual employers will set the selection criteria for the applicant.

ON-PROGRAMME LEARNING

Apprentices will be taught by a training provider the knowledge, skills and behaviours (KSB's) required to operate as a Team Leader and Supervisor. The apprentice should collate evidence throughout the duration of their

apprenticeship. This portfolio should include elements of work-based evidence, for example: video/audio extracts; written statements; project plans; reports; minutes; observation reports; presentations; feedback from managers, supervisors or peers; papers or reports written by the apprentice; CPD Log; Personal Development Plan; performance reviews.

END-POINT ASSESSMENT GATEWAY (MANDATORY)

Prior to the End-Point Assessment the apprentice must have completed:

- Level 2 qualifications in English and Mathematics.
- A portfolio, typically including 20 pieces of evidence, with one piece of evidence for each knowledge, skill and behaviour (KSB) that is assessed by the professional discussion

Apprentices will be eligible to be put forward for the end-point assessment after a minimum of 12 months and must have completed a minimum of 20% off the job training.

THE KNOWLEDGE, SKILLS AND BEHAVIOURS THAT WILL BE ASSESSED AS PART OF THE END POINT ASSESSMENT (EPA)

Team Leaders/Supervisors will have Knowledge of:

Interpersonal excellence – managing people and developing relationships

Leading people

- Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.

Managing people

- Understand people and team management models, including team dynamics and motivation techniques. Understand HR systems and legal requirements, and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback, and recognising achievement and good behaviour.

Building relationships

- Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. Know how to facilitate cross team working to support delivery of organisational objectives.

Communication

- Understand different forms of communication and their application. Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.

Organisational performance - delivering results

Operational management

- Understand how organisational strategy is developed. Know how to implement operational and team plans and manage resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.

Project management

- Understand the project lifecycle and roles. Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.

Finance

- Understand organisational governance and compliance, and how to deliver Value for Money. Know how to monitor budgets to ensure efficiencies and that costs do not overrun.

Personal effectiveness – managing self

Awareness of self

- Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence

Management of self

- Understand time management techniques and tools, and how to prioritise activities and approaches to planning

Decision making

- Understand problem solving and decision making techniques, and how to analyse data to support decision making.

Team Leaders/Supervisors will have Skills in:

Interpersonal excellence – managing people and developing relationships

Leading people

- Able to communicate organisation strategy and team purpose, and adapt style to suit the audience. Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.

Managing people

- Able to build a high-performing team by supporting and developing individuals, and motivating them to achieve. Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.

Building relationships

- Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts. Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams. Building relationships with customers and managing these effectively.

Communication

- Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.

Organisational performance – delivering results

Operational management

- Able to communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes. Able to adapt to change, identifying challenges and solutions. Ability to organise, prioritise and allocate work, and effectively use resources. Able to collate and analyse data, and create reports.

Project management

- Able to organise, manage resources and risk, and monitor progress to deliver against the project plan. Ability to use relevant project management tools, and take corrective action to ensure successful project delivery.

Finance

- Applying organisational governance and compliance requirements to ensure effective budget controls.

Personal effectiveness – managing self

Self-awareness

- Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.

Management of self

- Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.

Decision making

- Use of effective problem solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.

Team Leaders/Supervisors will demonstrate the following Behaviours:**Takes responsibility**

- Drive to achieve in all aspects of work. Demonstrates resilience and accountability.
- Determination when managing difficult situations.

Inclusive

- Open, approachable, authentic, and able to build trust with others. Seeks views of others.

Agile

- Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responds well to feedback and need for change.

Professionalism

- Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values

END POINT ASSESSMENT OVERVIEW

There are two methods of assessment used during the EPA. These are:

- Presentation with questions and answers
- Professional Discussion underpinned by portfolio

Presentation with questions and answers

The presentation should provide a summary of their role as a team leader and what they do and how this is relevant to their role and organisation. It should focus on how they tackle current topics and will cover all KSBs assigned to this assessment method.

The apprentice will be given their presentation title post gateway by the EPAO. The presentation will be based on one of the following topics:

- Reviewing ways to reduce cost and increase efficiency in a business environment
- Implementing a performance management process within a team or business unit
- Supporting their team through a period of change within their organisation
- Managing a difficult situation within their team

Following this presentation, the assessor will ask questions to enable accurate assessment against the pass/distinction criteria.

Professional Discussion underpinned by Portfolio

A portfolio must be submitted in advance of the EPA. This will be reviewed by the assessor in advance of the professional discussion. The independent assessor can use the contents of the portfolio to identify discussion areas for the professional discussion. This discussion will be a structured discussion between the apprentice and the Independent Assessor, to establish the apprentice's understanding and application of knowledge, skills and behaviours relating to the Apprenticeship Standard. This will be graded pass/distinction.

CRITERIA AGAINST WHICH APPRENTICES LEVELS OF ATTAINMENT WILL BE MEASURED

Assessment method 1: Presentation with question and answers

KSBs Group	Fail	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Team Building and Development K1.1 K3.2 S1.2 S5.3 B1.1	Does not meet the pass criteria	<p>Explain how they use knowledge of leadership styles and facilitation of cross team working, to develop their team and individuals and improve performance and how this helps them to drive their team to meet their objectives. (K1.1, K3.2, B1.1)</p> <p>Demonstrates how they support the development of the team and manage change to deliver organisational objectives, through coaching, role modelling and the use of resources and prioritising work allocation. (S1.2, S5.3)</p> <p>Adapt their approach where required, to accommodate specific needs of individual team members. (S1.2)</p>	Analyse the effectiveness of appropriate academic theories and models and incorporates them appropriately in their approach to leadership and team building. (K1.1, S1.2)

<p>Communication K4.1 K4.2 S3.3 S4.1</p>		<p>Select appropriate communication manner and medium to build and manage an effective relationship with customers and adapt their approach to suit their audience. (K4.1, S3.3)</p> <p>Describes, with examples, how they have chaired meetings, when they have presented to team/management, and how they facilitated the contributions of others. (S4.1)</p> <p>Explains how to approach challenging conversations, how to raise concerns and how to provide constructive feedback. (K4.2)</p>	<p>Evaluates how they build rapport with their audience, including customers and how this can be negatively and positively impacted on by the different communication approaches and styles (e.g. verbal, non-verbal, written, visual and digital/electronic). K4.1, S3.3)</p> <p>Regulate the flow of conversations in the meetings they lead and compensate for both dominant and quiet voices to be heard equally. (K4.2, S4.1)</p>
<p>Organisational Culture & Strategy K1.2 K5.1 S1.1 S5.1 B3</p>		<p>Explains the importance of an organisational culture, what it is influenced and informed by, and its responsibility to equality, diversity and inclusion. (K1.2)</p> <p>Describe how an organisational strategy is arrived at, and how both the strategy and culture are cascaded through an organisation, how they remain flexible in delivering it and how targets are achieved, and outcomes monitored. (B3.1, K5.1, S1.1, S5.1)</p>	<p>Analyses how culture can affect individuals in different ways and how different cultures can impact on team working and strategy. (K1.2, S5.1)</p> <p>Explains the impact their communication of operational plans has had on the deliverable actions for their team, and the steps they then took to mitigate any adverse effects arising from this communication. (K5.1, B3.1)</p>

<p>Problem Solving</p> <p>K3.1 K5.2 K10.1 S5.2 S10.1 B1.2 B1.3 B3.2 B3.3</p>		<p>Applies problem solving and decision making techniques. Explains how they take a positive and adaptative approach to change within their organisation, describing when they have shown accountability for personal and team objectives and resilience in challenging situations and an ability to adapt both their approach and that of their team, to operational change and challenges within their organisation, escalating issues when required. (K10.1, S5.2, S10.1, B1.2)</p> <p>Presents strategies to implement operational and/or team plans and manage resources. Identifies challenges and responds to feedback from their team and others to positively and proactively make business and delivery decisions, adapting plans and managing change to identify solutions.(K5.2, B3.3)</p> <p>Explains approaches taken to manage stakeholder and customer relationships which makes reference to emotional intelligence and conflict management techniques. (K3.1, B1.3)</p> <p>Describes how they work creatively, innovatively and are enterprising when seeking solutions to business needs. (B3.2)</p>	<p>Analyses the successes and learning points from a period of change their organisation has experienced, and describes how the team leader's role enables their team to clearly understand success criteria. (K3.1, S5.2, B3.2, B3.3)</p>
<p>Data Analysis</p> <p>K5.3 K10.2 S5.4</p>		<p>Use data, including collection, management and analysis, to create reports which support their decision making. (K5.3, K10.2, S5.4)</p>	<p>Evaluates how their analysis and management of either qualitative or quantitative data or different technologies has led, or will lead, to improved quality, efficiency or productivity within their organisation. (K.5.3, K10.2, S5.4)</p>

Assessment method 2: Professional Discussion underpinned by a portfolio of evidence

KSBs Group	Fail	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Building a high performance team K2.1 K8.2 S2.1 S2.2 S3.1 S3.2 S4.2 B2.1 B4.1	Does not meet the pass criteria	<p>Describes how they developed a high performing and motivated team by setting a fair, consistent and impartial example; setting, monitoring and supporting operational and personal objectives; building trust and using their understanding of team dynamics, management models, emotional intelligence, active listening and learning styles; and leading by example. (K2.1, K8.2, S2.1, S2.2, B4.1)</p> <p>Describes, with examples, when they have shared good practice with, and provided direction and constructive feedback to, their team (and more widely), including how they actively listened and were fair, consistent and impartial in their approach (S3.2, S4.2, B2.1)</p> <p>Explains how they have built trust within and across the team, managed conflict and demonstrated effective influencing and negotiation skills. (S3.1)</p>	<p>Evaluates motivational practices and their benefits and drawbacks (e.g. recognition, reward, enrichment, consultation) and deploys them in their approach to team building. (K2.1, S2.1)</p> <p>Evaluates the principles of active listening and their benefits and deploys them appropriately in their approach to team management. (S4.2)</p>
Project Management K6.1 K6.2 S6.1		Explains the project lifecycle and how they have employed relevant project management tools to deliver a project against targets, taking effective actions to monitor and manage resources, risks and budget. (K6.1, K6.2, S6.1)	Evaluates how they have adapted known project management tools and approaches to suit the needs of their organisation. (S6.2)

S6.2		Monitors performance and takes appropriate and timely corrective action as required to support a successful project outcome. (S6.2)	
Organisation Governance K2.2 K7.1 K7.2 S7.1 B4.3		<p>Explains their application of organisational governance, compliance and performance management techniques to deliver value for money, and monitor budgets to ensure costs do not overrun. (K2.2, K7.1, K7.2, S7.1)</p> <p>Describes how they operate within their organisation's values (B4.3)</p>	Evaluates the importance of organisational governance and compliance from a corporate, legal and budgetary standpoint, and describes how appropriate governance and HR practices can positively impact their team and the wider organisation. (K2.2, S7.1, B4.3)
Managing Self K8.1 S8.1 K9.1 S9.1 B2.2 B4.2		<p>Explains what the implications of unconscious bias are, and the approaches they take to promote inclusivity within their workplace. (K8.1)</p> <p>Describes how they are open and honest in their approach to planning, time management and managing themselves and others, and how they reflect upon, seek and apply feedback on their own performance when creating their personal development plan, and managing their work and performance (K9.1, S8.1, S9.1, B2.2, B4.2)</p>	Describes how they have used known management tools and theories to improve to their performance based upon feedback received. (S8.1)

GRADING

All EPA methods must be passed for the EPA to be passed overall.

To achieve a pass overall, you must achieve a pass in all assessment methods by meeting all the pass descriptors.

To achieve a distinction overall, you must achieve a distinction in all assessment methods by meeting all the distinction descriptors.

Assessment method 1	Assessment method 2	Overall grading
Presentation with questions and answers	Professional Discussion underpinned by a portfolio of evidence	
Fail	Fail	Fail
Fail	Pass	Fail
Fail	Distinction	Fail
Pass	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Fail	Fail
Distinction	Pass	Pass
Distinction	Distinction	Distinction

FURTHER INFORMATION

Please contact us for registration and cost information:

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