Level 3 Apprenticeship Standard for Team Leader/Supervisor

A Team Leader/Supervisor/ Manager is a first line management role, with operational/project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours of your aspiring managers and middle managers will be the same whatever the role. Designed by industry experts and leading employers including Santander, SERCO, Balfour Beatty, and Virgin media the new look apprenticeships are designed to stretch and challenge individuals.

Key responsibilities may 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

Delivery
- Typically, monthly mentoring support on a one-to-one basis
- Workshops
- English and maths sessions
- Enrichment

ILM Level 3 Diploma Units
Leading People, Managing People, Communication, Building Relationships, Operational Management, Project, Management, Finance, Self-Awareness, Management of Self, Problem Solving and Decision making.

Duration - Designed in line with your organisational needs over 18 months

On completion learners will gain Professional status and the following qualifications;
- Institute of Leadership and Management Diploma level 3
- Associate member of the CMI and/or the ILM
- Level 2 English and Maths
- Team Leader / Supervisor Apprenticeship Standard

Progression – Successful apprentices will be able to progress onto the Level 5 Apprenticeship Standard for Operations / Departmental Managers.

Knowledge	What is required (through formal learning and applied according to business environment)
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/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.

Skills	What is required (acquired and demonstrated through continuous professional development)
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.

Behaviours	What is required (developed and exhibited in the workplace)
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			
Assessment Method	Area Assessed	Assessed By	Weighting
Knowledge Test using scenarios and questions	Knowledge of leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	30%
Structured competency-based interview	Knowledge and application of learning relating to leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	30%
Assessment of portfolio of evidence	Application of knowledge and demonstration of skills and behaviours relating to leading people, managing people, building relationships, communication, operational management, project management, finance, self-awareness, management of self and decision making, taking responsibility, inclusivity, being agile, professionalism	Independent Assessment Organisation	20%
Professional discussion relating to CPD activity	Evidence of CPD, training and personal development activities and how learning was applied to the role and workplace	Independent Assessment Organisation	20%