



RETAIL TEAM LEADER

Level 3

Retail Team Leaders are a critical support to managers, delivering exceptional customer service and a positive experience to customers, and may have to deputise for managers in their absence. The role is dynamic and in one day can involve a variety of different functions.

Most significantly retail team leaders guide and coordinate the work of the team to complete tasks, identify and explore opportunities that drive sales, ensuring team members maintain business standards in relation to merchandising, service and promotional activities, in line with procedures. Retail team leaders gain the most of their team on a day to day basis, ensuring they are fully trained and work effectively and to the best of their ability.

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RETAIL TEAM LEADERS MUST KNOW AND UNDERSTAND

- Understand the customer profile of the business, their purchasing habits across a retail calendar year and how to meet and exceed their needs.
- Understand the purpose of the business including its vision, objectives and brand / business standards, how they compare to its competitors and how own role, and the team, help to achieve them
- Understand how own actions and those of the team can contribute to the overall financial performance of the business
- Understand how to organise the team on a daily basis to achieve objectives, and recognise the importance of contingency planning to meet business requirements
- Understand how the brand/business is positioned externally, particularly in relation to local and online competitors
- Understand how to support effective communication, quickly determining the situation and needs of individuals and how to respond in the most appropriate way using a variety of techniques and methods, for example face to face and / or remotely to include on-line
- Understand the factors which can determine and affect sales and promotions throughout the retail year and how to coordinate and implement them to support business objectives
- Know and promote the features and benefits of products / services, their unique selling points, the skills required to sell them, where items fit into product ranges, associated products and services, where to find detailed information if required and other relevant information such as delivery lead time, accessibility and source
- Know methods of merchandising throughout the retail operation, including point of sale, the retail calendar and local needs e.g. geographical, topical or weather based
- Understand the principles of stock control from sourcing to sale / supply. Understand the management of stock levels, security, restrictions (e.g. age restricted products), wastage and effective systems for recording them
- Understand how current and emerging technologies support retail operations and sales whether customer facing or remote, and how best to operate them to achieve an efficient and effective service
- Understand the knowledge, skills and behaviours required of self and others to develop a high performing team in the business. Understand team dynamics and the importance of enabling team members to appreciate their role in the wider organisation and in meeting business objectives
- Know how to identify and develop excellent team performance. Understand how the performance of the team contributes to the overall success of the business
- Understand the importance of business compliance to legal requirements and supporting the team to operate in line with business policy and procedures
- Understand how to work with and support people from a wide range of backgrounds and cultures and the business policy on diversity

RETAIL TEAM LEADERS DEMONSTRATE THE FOLLOWING SKILLS, AND ARE ABLE TO:

- Monitor customers' enquiries and service requirements; coach and support team members to use appropriate methods
- Work with the team to maintain brand / business standards at all times and identify and address any potential risks according to business procedures
- Support the achievement of financial targets by planning and monitoring resources. Use resources effectively and efficiently to meet expected demand.
- Use available information to coordinate the work of the team so that the right people and resources are in the right place at the right time to ensure consistent brand / business standards are delivered. Deputise for line manager within limits of own authority
- Support the team to ensure they understand and engage in the marketing activities and plans of the business and help ensure that customers have the best possible experience
- Adapt style of communication according to the audience, monitor the effectiveness of and encourage excellent communications across all operations that achieve the best result for the business including verbal, written and on-line communications
- Communicate sales targets to the team and support them, recognising and acting on opportunities to maximise revenue, for example through link selling and drawing customers' attention to promotional offers
- Maximise opportunities to increase sales by ensuring team know and understand the features, benefits, unique selling points and other relevant information relating to products, product ranges and services offered by the business
- Ensure team replenish and maintain merchandising according to business requirements, the retail calendar and local needs e.g. geographical, topical or weather based
- Ensure team complies with stock procedures to minimise stock damage or loss, maximise income and comply with legal requirements; and take appropriate action to sell stock that is near the end of its product, promotional or shelf life
- Oversee the appropriate use of technology in line with business policy and follow the appropriate procedures to deal with service issues
- Plan, organise, prioritise and oversee own and team members' activities, supporting their induction, training, development and coaching, and delegating tasks fairly and appropriately to meet business objectives
- Lead the team on a daily basis, setting targets and reviewing progress against them. Motivate team members, provide coaching and on job training.
- Ensure self and team always comply with legal requirements, respond quickly to identified risks and ensure they are dealt with in line with business procedures
- Ensure team members are aware of and follow business policies relating to diversity. Make reasonable adjustments as required for customers or team members

DURATION

Typical duration is 15 months for new entrants.

ENTRY REQUIREMENTS

Employers will set their own criteria, but typically an entrant to this Apprenticeship will already have achieved a minimum of Level 2 in English and Maths.

ENGLISH AND MATHS

During each session with their tutor Apprentices without level 2 English and Maths will work towards achieving this. Level 2 English and Maths is required prior to taking the End-Point Assessment for this Apprenticeship.

FUNCTIONAL SKILLS (FS)

These will be completed taking in to account prior attainment and in conjunction with the initial assessments and diagnostics achieved through SkillsBuilder. Tutors will identify suitable opportunities to embed Functional Skills (FS) throughout the duration of the programme. Additional support should be arranged where a need or requirement is identified.

GATEWAY

Prior to undertaking the End-Point Assessment:

- the Apprentice must have completed training ensuring they can consistently demonstrate competence against all elements of the Apprenticeship standard
- Apprentices without English and Maths at level 2 must achieve this level
- an appropriate workplace project for the End-Point Assessment must be agreed for the Apprentice, based on their current job role
- Apprentices must have examples of work that they can use for reference in the professional dialogue and interview covering the knowledge, skills and behaviours being assessed by this assessment method
- The employer will judge whether the Apprentice is ready for the End-Point Assessment; they may wish to take advice from the training provider

END-POINT ASSESSMENT

To achieve final certification, the Apprentice must have an appropriate place, with internet access, to undertake the End-Point Assessment (EPA).

The EPA consists of four distinct components:

- On demand test
- Retail business project
- Professional discussion

A minimum of a 'pass' in each component is required.

GRADE BOUNDARIES

On Demand Test

The on demand test is set and marked externally.

Other Assessment Methods

The other assessment methods will be graded by an assessor against the Apprenticeship criteria.

Overall Grade

On Demand Test	Retail Business Project	Professional Discussion	Overall grade
Successfully achieved (Non graded element)	Pass	Pass	Pass
	Pass	Distinction	Pass
	Distinction	Pass	Distinction
	Distinction	Distinction	Distinction

EXPECTATIONS

Student

- Preparation and planning
- Mandatory attendance for sessions
- Completion of tasks in agreed timeframe
- 20% off-the-job
- Functional Skills (where needed)
- Taking responsibility for own development
- Communicate support needs
- Coordinate development checks
- Create a learning record

Manager

- Facilitate time for learning
- Monthly 1-2-1 reviews with students to discuss progress, provide feedback and guide development
- Create and provide opportunities for student to participate in relevant work place tasks
- Keep an open communication lines with the student and employer
- Provide learning opportunities
- 20% off-the-job

Tutor

- Teaching
- Monitor progress
- Coach
- Feedback
- Online support
- Marking and assessment
- Preparation for final assessment
- Communicate with student and employer

20% OFF-THE-JOB TRAINING

Each Apprenticeship Standard requires the Apprentice to undertake a minimum of 20% of learning off-the-job.

This can include training that is delivered at the normal place of work, within normal working hours, but must not be delivered as part of normal working duties.

There are numerous activities which count towards this training, for example, listening to Podcasts, self-study, completing assignments and observing senior colleagues.

APPRENTICESHIP SESSIONS



Introduction to Programme:

Meet the team and explain your learning journey. Eligibility checks and initial assessments will be undertaken. You will be introduced to learning methods of the programme. *Delivery Mode: Pre-work, Online learning, Review*



Legal and Governance:

Developing knowledge, skills & behaviour in legislations relating to the sale of age restricted products, proof of age and health & safety and security. *Delivery Mode: Pre-work, Online learning, Review*



Customer/Diversity:

Developing knowledge, skills & behaviour in how to respond to customers, giving a positive impression of yourself and organisation, how to drive the team to increase sales, secure customer loyalty and how to recognise discrimination, bullying and harassment. *Delivery Mode: Pre-work, Online learning, Review*



Financial:

Developing knowledge, skills & behaviour on the principles of operating commercially and explain the KPIs involved in section/division and the impact of these. *Delivery Mode: Pre-work, Online learning, Review*



Leadership:

Developing knowledge, skills & behaviour on a range of different leadership styles and how to adapt leadership style to suit different situations, the benefits of coaching & mentoring, how to organise the team to achieve target and the importance of having a contingency plan. *Delivery Mode: Pre-work, Online learning, Review*



Business, Marketing, Product and Service:

Developing knowledge, skills & behaviour on the vision, objectives and brand standards of a business and how to contribute towards their success, how to promote key features & benefits and unique selling points of products. *Delivery Mode: Pre-work, Online learning, Review*



Communication and Team Performance:

Developing knowledge, skills & behaviour on how to use a range of techniques to effectively communicate, identify and develop excellent team performance and how the performance of the team contributes to the overall success of the business. *Delivery Mode: Pre-work, Online learning, Review*



Technology:

Developing knowledge, skills & behaviour on the legal and organisational requirements for processing payments. *Delivery Mode: Pre-work, Online learning, Review*



Stock:

Developing knowledge, skills & behaviour on the importance of a stock control system, importance of preparing for deliveries, responsibilities for handling goods, how to deal with and resolve problems with storage facilities and equipment. *Delivery Mode: Pre-work, Online learning, Review*



Developing Self and Others:

Developing knowledge, skills & behaviours required for self and others to develop a high performing team in the business, team dynamics and the importance of enabling team members to appreciate their role in the wider organisation and in meeting business objectives. *Delivery Mode: Pre-work, Online learning, Review*



Sales and Promotion:

Developing knowledge, skills & behaviour on the factors which can determine and affect sales and promotions throughout the retail year and how to communicate sales targets to the team and support them on opportunities to maximise revenue. *Delivery Mode: Pre-work, Online learning, Review*



Merchandising:

Developing knowledge, skills & behaviour on merchandising throughout the retail operation. *Delivery Mode: Pre-work, Online learning, Review*



Gateway Review: Review of learning and development of knowledge, skills and behaviours within the standards and preparation for End-Point Assessment. *Delivery Mode: Pre-work, Online learning, Gateway Review, review*



End-Point Assessment: Completed by End-Point Assessment Organisation (EPAO) selected by Employer. Please see EPAO Assessment Plan Guidance and EPA Assessment Plan for detailed guidance on assessment activities. *Delivery Mode: Knowledge test, Project & Presentation, Professional discussion and interview*