



TEAM LEADER/SUPERVISOR

Level 3

A team leader/supervisor is a first line management role, with operational/project responsibilities or responsibility for managing a team to deliver a clearly defined outcome.

They provide direction, instructions and guidance to ensure the achievement of set goals. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours needed will be the same whatever the 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.

Roles/Occupations may include: Supervisor, Team Leader, Project Officer, Shift Supervisor, Foreperson, and Shift Manager.

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TEAM LEADER/SUPERVISORS SHOW THE FOLLOWING KNOWLEDGE, SKILLS AND BEHAVIOURS

Interpersonal Excellence – managing people and developing relationships

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

- Understand how organisational strategy is developed. Know how to implement operational or team plans and manage resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.
- Understand the project lifecycle and roles. Know how to deliver a project including: managing resources, identifying risks and issues and using relevant project management tools.
- 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

- Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence
- Understand time management techniques and tools, and how to prioritise activities and approaches to planning
- Understand problem solving and decision making techniques, and how to analyse data to support decision making.

Interpersonal Excellence – managing people and developing relationships

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

Organisational Performance – delivering results

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

Personal Effectiveness – managing self

- Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.
- Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.
- 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

- 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.

DURATION

Typical duration 15 months for new entrants.

ENTRY REQUIREMENTS

Employers will set their own criteria, but typically an entrant to this Apprenticeship will have five GCSEs at Grade C or higher.

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

These will be completed by taking in to account prior attainment and in conjunction with the initial assessments and diagnostics achieved through SkillsBuilder software. Tutors will identify suitable opportunities to embed Functional Skills 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 (EPA):

- 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 EPA 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.
- The employer will judge whether the Apprentice is ready for the EPA; 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 two distinct components:

- A presentation with questions and answers
- A professional discussion underpinned by a portfolio of evidence

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

A pass in the EPA will demonstrate that the Apprentice can apply the knowledge, skills and behaviours required by the standard. Apprentices achieving a distinction will be demonstrating performance above the requirements of the standard.

MILESTONE MEETINGS

Qube will ensure quarterly milestone meetings are held with the employer and Apprentice to check progress against the standard and for everyone to give feedback.

The milestone meetings could take the form of an interview or professional conversation to help develop the Apprentice's communication and employability skills.

GRADE BOUNDARIES

Presentation Grade	Professional Discussion Grade	Overall Grade
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Pass
Distinction	Distinction	Distinction

A minimum of a 'pass' in each component is required. Failing either the presentation or the professional discussion will result in an overall grade 'fail'.

EXPECTATIONS

Student

- Preparation and planning
- Mandatory attendance for sessions
- Completion of tasks in an agreed timeframe
- 20% off-the-job learning
- Functional Skills (where needed)
- Taking responsibility for own development
- Communicating support needs
- Coordinating development checks
- Creating 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 workplace tasks
- Keep open communication lines with the student and employer
- Provide learning opportunities
- Provide 20% off-the-job learning opportunities

Tutor

- Teaching
- Monitoring progress
- Coaching
- Feedback
- Online support
- Marking and assessment
- Preparation for final assessment
- Communicating 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.



Self Awareness: Examine own impact and emotional intelligence. Understand different learning and behaviour styles.



Managing Self: Time management techniques and tools. How to prioritise activities and the use of different approaches to planning, including managing multiple tasks.



Leading People: Leading people will mean that we are analysing and exploring leadership styles, how to lead multiple and remote teams, plus how to manage team leaders.



Operational Management: Examining management approaches, model for assessment, setting KPIs, operational plans, marketing and managing change.



Problem Solving and Decision Making: Problem solving and decision-making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.



Managing People: This module is what managing is all about. You will learn how to motivate and support your team, and how to coach and mentor them. You will also examine organisational culture and diversity impact on managing change.



Project Management: In this module we will support the ability to demonstrate competence in project management, risk management and financial forecasting.



Finance: Here we will explore the governance and compliance requirements relating to financial management, the process of budget setting, flexing a budget and analysis of stakeholders.



Communication: Communication techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.



Building Relationships: These are great skills to feel confident about. You will develop your skills in networking, negotiation, collaborative working techniques, sharing best practice and managing conflict.



Gateway Review: Review of learning and development of knowledge, skills and behaviours within the standards and preparation for End-Point Assessment.



End-Point Assessment (EPA): Completed by an End-Point Assessment Organisation (EPAO) selected by Employer. Please see EPAO Assessment Plan Guidance and EPA Assessment Plan for detailed guidance on assessment activities.