



## TEAM LEADER/ SUPERVISOR TEAM LEADING LEVEL 3

### Requirements: Knowledge, Skills and Behaviours.

Knowledge	What is required (through formal learning & applied according to business environment)
Leading People	<p><b>Interpersonal excellence - managing people and developing relationships</b> Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.</p>
Managing People	<p>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.</p>
Building Relationships Communications	<p>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.</p> <p>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.</p>
Operational Management	<p><b>Organisational Performance – delivering results</b> 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.</p>
Project Management	<p>Understand the project life cycle and roles. Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.</p>
Finance	<p>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.</p>
Awareness of Self	<p><b>Personal Effectiveness – Managing Self</b> Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence.</p>
Management of Self	<p>Understand time management techniques and tools and how to prioritise activities and approaches to planning.</p>
Decision Making	<p>Understand problem solving and decision making techniques and how to analyse data to support decision making.</p>

Leading People	<p><b>Interpersonal excellence – managing people and developing relationships</b>  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.</p>
Managing People	<p>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.</p>
Building Relationships	<p>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.</p>
Communication	<p>Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.</p>
Operation Management	<p><b>Organisational Performance - delivering results</b>  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.</p>
Project Management	<p>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.</p>
Finance	<p>Applying organisational governance and compliance requirements to ensure effective budget controls.</p>
Self-Awareness	<p><b>Personal Effectiveness – Managing Self</b>  Able to reflect on own performance, seek feedback, understand why things happen and make timely changes by applying learning from feedback received.</p>
Management of Self	<p>Able to create an effective personal development plan and use time management techniques to manage workload and pressure.</p>
Decision Making	<p>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.</p>
<b>Skills</b>	<p><b>What is required</b> (acquired and demonstrated through continuous professional development)</p>



Take responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability.
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.
<b>Behaviour</b>	<b>What is required</b> (developed and exhibited in the workplace)
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# What are the new Apprenticeship Standards, Gateway and End Point Assessment?



## Team Leader and Supervisor Level 3

### What are the New Standards?

- The Standards describes the skills, knowledge and behaviours an individual needs and must demonstrate in order to effectively and consistently work to national standards and to be fully competent in an occupation.
- The learning for the Apprentice must last at least 12 continuous months, specific details are set out in the assessment plan for the standard. The Apprentice must demonstrate 20% off-the-job training which must take place during the Apprentice's working hours.
- The Apprenticeship consists of: Team Leader and Supervisor Standard, Functional Skills - Maths & English Level 2 and an End Point Assessment which consists of a presentation with questions and a professional discussion.

### How will they be delivered and assessed?

- The on-programme part of the Apprenticeship standard is delivered by Quest Vocational Training who have been approved on the Register of Apprenticeship Training Providers (RoTAP). This **will** be achieved by monthly on-site visits, using a variety of teaching, learning and assessment methods.
- A minimum of 20% of the training must be off-the-job (not assessment), relevant to the Apprenticeship standard, which must take place during their **paid contracted employment hours** outside of the normal work environment. It can take place at their place of work but cannot be part of their normal working duties.
- Quest will work with the Employer to ensure that a mutual agreement is made on how the learning will take place.
- Reviews will take place every 10-12 weeks and will require employer, Apprentice and assessor involvement. For those Apprentices on learning support, funding monthly reviews will take place.

### What is Gateway?

- The Gateways the point at which the employer and Quest determine that the Apprentice is ready to undertake the End Point Assessment.
- This will normally be agreed at the 9 month stage of delivery and will show that the Apprentice is making sufficient progress to take the End Point Assessment after the 12th month.
- The last 3 months of the 12 month programme is gathering the testimonies, reflections and doing mock testing to ensure the Apprentice is End Point Assessment ready.
- Once the Apprentice goes through the Gateway, they have 12 weeks in which to achieve their EPA, or it is automatically a fail. It is advised that the Apprentice does the EPA in the first month so that all the learning and knowledge they have acquired is fresh in their minds.

### What is End Point Assessment & how does the Apprentice know they are ready?

- The End Point Assessment (EPA) is the final test of an Apprenticeship programme designed to measure the competence of the Apprentice against the Apprenticeship Standard.
- The **employer and Quest will have completed the training for the Apprentice** according to the requirements in the standards and there will be regular reviews along the way.
- Provided that the Apprentice has achieved a minimum of 367 days on programme and has completed the **Functional Skills** and has been deemed to have sufficient knowledge against the standards, the employer (line manager of the Apprentice) and Quest agree that the Apprentice is ready and they can move through the 'Gateway'.
- Once this has been agreed the EPA request can be sent to the End Point Assessment Organisation (EPAO) for the Apprentice.
- The Apprentice must pass the EPA to achieve their Apprenticeship.
- The EPA will be assessed by an independent assessor from an End Point Assessment Organisation. The manager of the Apprentice will be present at the assessment to support the Apprentice if necessary.

### How does the Apprentice achieve their Apprenticeship & get their certificate?

- The Apprentice will have successfully completed their on-programme training and their EPA according to the requirements of the Apprenticeship standard and the assessment plan.
- When the Apprentice has successfully completed their EPA, the End-Point Assessment Organisation (EPAO) will apply to the Education and Skills Funding Agency (ESFA) for the Apprenticeship certificate according to the grade achieved (pass, merit or distinction) on behalf of the Apprentice.
- The ESFA will send the certificate to the address of the Apprentice's employer for them to distribute to their Apprentice.

### If an Apprentice fails End Point Assessment who will fund the resit?

- If money in the employers levy pot or funding allocated remains available to finance the retake it could be used from this.
- For non-levy employers the employer would need to finance the retakes.

