



## Leadership & Management Apprenticeships Team Leader/Supervisor Standard (Level 3)

A Team Leader/Supervisor is a first line management role with operational, project responsibilities and/or responsibility for managing a team to deliver a clearly defined outcome. They provide direction, coaching and support to ensure the achievement of set objectives. Working in the private, public and 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.

Some of the roles or occupations that this qualification will support are: Supervisor, Team Leader, Project Officer, Foreperson and Shift Manager. Key responsibilities at this level are likely to include supporting, managing and developing team members, managing tasks/projects and monitoring workloads and resources, delivering operational plans, resolving problems, and building relationships internally and externally.

### Benefits of Qualification

On completion of this 12 month programme, apprentices will be able to demonstrate a range of leadership and management skills that will allow them to drive, develop and successfully lead a team. The apprenticeship 'knowledge, skills and behaviours' are developed over the course of the programme through a combination of interactive workshops, one to one coaching sessions, action plans, portfolio and a making a difference business project. Learning activities and coaching sessions are aligned to support the apprentice to learn, practice and prepare for the End Point Assessment.

### What's covered?

The Team Leader/Supervisor (Level 3) Apprenticeship combines three key areas:

#### Interpersonal Excellence - managing people and developing relationships

- Leading People
- Managing People
- Building Relationships
- Communication



#### Organisational Performance - delivering results

- Operational Management
- Project Management
- Finance



#### Personal Effectiveness - managing self

- Awareness of Self
- Management of Self
- Decision Making



## Knowledge, Skills and Behaviours

<b>Interpersonal Excellence - managing people and developing relationships</b>		
<b>Component</b>	<b>Knowledge</b>	<b>Skills</b>
<b>Leading People</b>	Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.	Able to communicate organisation strategy and team purpose, and adapt style to suit audience. Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.
<b>Managing People</b>	Understand people and team management models, including team dynamics and motivation models. 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.	Able to build a high performing team by supporting and developing individuals and motivating them to achieve. Able to set operational and personal objectives and monitor progress, providing clear guidance and feedback.
<b>Building Relationships</b>	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.	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.
<b>Communication</b>	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.	Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.
<b>Organisational Performance - delivering results</b>		
<b>Component</b>	<b>Knowledge</b>	<b>Skills</b>
<b>Operational Management</b>	Understand how organisational strategy is developed. Know how to implement operation/team plans and manage resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.	Able to communicate organisation 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.
<b>Project Management</b>	Understand project life cycle and roles. Know how to deliver a project including, managing resources, identifying risks and issues, using relevant project management tools.	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.
<b>Finance</b>	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 over-run.	Applying organisational governance and compliance requirements to ensure effective budget controls.

<b>Personal Effectiveness - managing self</b>		
<b>Component</b>	<b>Knowledge</b>	<b>Skills</b>
<b>Self-awareness</b>	Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence.	Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.
<b>Management of Self</b>	Understand time management tools and techniques and how to prioritise activities and approaches to planning.	Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.
<b>Decision Making</b>	Understand problem solving and decision making techniques and how to analyse data to support 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.
<b>Behaviours - developed and exhibited in the workplace</b>		
<b>Behaviour</b>	<b>What is required</b>	
<b>Takes responsibility</b>	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing a difficult situation.	
<b>Inclusive</b>	Open, approachable, authentic, and able to build trust with others. Seeks views of others.	
<b>Agile</b>	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.	
<b>Professionalism</b>	Sets an example and is fair, consistent and impartial. Open and honest. Operates within organisational values.	

## **Programme Structure**

The programme is delivered through a mix of learning mediums which include:

- One to one Assessments and Reviews
- Group Induction
- On-line Assessments
- Workshops (half-day x 12 or full day x 7)
- Action Learning Sets/Group Tutorials
- e-coaching
- e-learning
- Making a Difference Project
- Mock Assessments
- End Point Assessments

## **Learner Journey**

Please refer to the bespoke Learner Journey for your cohort/organisation for specific details and time-line.

## **Duration**

Typically this Apprenticeship will be delivered over a 12 to 18 month period.

## Bespoke Programme

This Apprenticeship can be delivered to an internal cohort of Team Leaders/Supervisors (ideally a minimum of 10) at your organisation. This will allow us to customise the content of the programme to reflect current processes and procedures, personal development plans and the Making a Difference Project. Existing organisational competency frameworks and values can also be weaved into the fabric of the programme.

## Open Programme

Should you have one or two individual Team Leaders/Supervisors who require this development we can offer an opportunity for them to join an open cohort from different organisations. Whilst we can only customise the personal development and Making a Difference components, individuals will benefit from learning from each other and discovering how different organisations implement best practice.

## Apprenticeship Outcomes

Candidates completing this programme will be able to achieve:

- Team Leader/Supervisor (Level 3) Apprenticeship Qualification.
- A range of management and leadership skills applied and refined in a real working environment.
- The leadership capability to motivate and manage teams and influence others with an inner confidence.
- A broad understanding of the key management and leadership theories and models that underpin both competence and confidence in the role.