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Team Leader/Supervisor Apprenticeship Standard

NCFE Level 3 Diploma in Management Skills and Knowledge (603/2998/1)

Knowledge	What is required (through formal learning and applied according to business environment)	Unit number and title
Interpersonal Excellence – managing people and developing relationships		
Leading People	Understand different leadership styles and the benefits of coaching to support people and improve performance.	**Unit 1 Leading People** 1.1 Evaluate different leadership styles 1.2 Analyse the benefits of using coaching techniques to support people and improve performance
	Understand organisational cultures, equality, diversity and inclusion.	**Unit 1 Leading People** 1.3 Analyse their organisational culture and the impact that this has on their leadership style 1.4 Explain the difference between equality, diversity and inclusion and the impact this has on leading the team
Managing People	Understand people and team management models, including team dynamics and motivation techniques.	**Unit 3 Managing People** 1.1 Evaluate people and team management approaches 1.3 Describe performance management techniques and how they are used to manage people
	Understand HR systems and legal requirements, and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback,	**Unit 3 Managing People** 1.2 Explain HR systems and legal requirements relating to the organisation

	and recognising achievement and good behaviour.	
Building Relationships	Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict.	**Unit 4 Building relationships** 1.1 Identify the customers and stakeholders with whom relationships should be developed 1.2 Explain how emotional intelligence can be used to manage customer and stakeholder relationships 1.3 Explain how conflict can be managed to maintain customer and stakeholder relationships
	Know how to facilitate cross team working to support delivery of organisational objectives.	**Unit 4 Building relationships** 2.1 Explain how to facilitate cross team working to support delivery of organisational objectives 2.2 Describe how to build trust within, and across, the team 2.3 Describe how negotiation and influencing skills can be used to build relationships within and across the team 2.4 Identify a range of conflict management techniques that can be used to manage conflict within a team
Communication	Understand different forms of communication and their application.	**Unit 2 Communication** 1.1 Explain different forms of communication and their application within the organisation 1.2 Explain the use of active listening
	Understand how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.	**Unit 2 Communication** 1.3 Explain how to provide constructive feedback 1.4 Describe how to hold challenging conversations and raise concerns 1.5 Explain how to prepare for, and how to chair, meetings
Organisational Performance – delivering results		
Operational Management	Understand how organisational strategy is developed.	**Unit 5 Operational Management** 1.1 Explain how organisational strategy is developed

	Know how to implement operational/team plans and manage resources and approaches to managing change within the team.	**Unit 5 Operational Management** 1.2 Explain how to implement operational/team plans 1.3 Explain how to manage resources to deliver operational/team plans 1.4 Compare different approaches to change management
	Understand data management and the use of different technologies in business.	**Unit 5 Operational Management** 1.5 Describe how data is managed and how technology is used to support data management
Project Management	Understand the project lifecycle and roles.	**Unit 6 Project Management** 1.1 Explain the stages of a project lifecycle
	Know how to deliver a project including; managing resources, identifying risks and issues and using relevant project management tools.	**Unit 6 Project Management** 1.2 Describe a range of project management tools 1.3 Explain the roles of people involved in a project 1.4 Explain the uses of project-related information to manage resources and identify risks and issues 1.5 Explain the advantages and limitations of different project monitoring techniques
Finance	Understand organisational governance and compliance and how to deliver value for money.	**Unit 7 Managing Finance** 1.1 Describe the purpose of organisational governance and compliance in finance 1.2 Explain their organisation's procedures to deliver value for money
	Understand how to monitor budgets to ensure efficiencies and that costs do not overrun.	**Unit 7 Managing Finance** 1.3 Explain organisational policies and procedures on budget setting to ensure efficiencies and that costs do not overrun 2.1 Describe the budget setting cycle within the organisation 2.2 Explain the purposes of budget setting 2.3 Explain the information needed to enable realistic budgets to be set

Personal Effectiveness – managing self		
Awareness of Self	Know how to be self-aware and understand unconscious bias and inclusivity.	**Unit 08 Self-awareness and continuous development** 1.2 explain the concept of self-awareness and emotional intelligence
	Understand learning styles, feedback mechanisms and how to use emotional intelligence.	**Unit 08 Self-awareness and continuous** development 1.1 Explain how to devise a Personal Development Plan and the areas that should be considered 1.3 Describe a range of learning styles 1.4 Describe a range of feedback mechanisms
Management of Self	Understand time management techniques and tools, and how to prioritise activities and approaches to planning.	**Unit 08 Self-awareness and continuous development** 2.1 Explain a range of time management techniques and tools 2.2 Describe how techniques and tools can be used to plan and prioritise activities
Decision Making	Understand problem solving and decision making techniques and how to analyse data to support decision making.	**Unit 9 Decision making** 1.1 Explain a range of problem solving and decision making techniques 1.2 Describe methods that can be used to analyse data to support decision making 1.3 Identify the possible courses of action that can be taken in response to a problem and when to escalate
Interpersonal Excellence		
Leading People	Able to communicate organisation strategy and team purpose and adapt style to suit the audience.	**Unit 1 Leading People** 2.1 Communicate the organisation's strategy and purpose of their team, adapting their communication style to suit their team
	Support the development of the team and people through coaching, role modelling values and behaviours and effectively managing change.	**Unit 1 Leading People** 2.2 Identify the strengths, competences and expertise of team members

		2.3 Identify areas for improvements in team members performance 2.4 Support the development of the team and individuals 2.5 Implement suitable techniques to manage change within the team
Managing People	Able to build a high-performing team by supporting and developing individuals and motivating them to achieve.	**Unit 3 Managing People** 2.1 Support, develop and motivate individuals to achieve their personal development goals and objectives 2.2 Support, develop and motivate individuals to achieve their operational goals and objectives
	Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.	**Unit 3 Managing People** 2.3 Monitor the progress of others towards personal and operational objectives and provide clear guidance and feedback
Building Relationships	Building trust with and across the team, using effective negotiation and influencing skills and managing any conflicts.	**Unit 4 Building relationships** 3.1 Show how they build trust with, and across, the team 3.2 Apply effective negotiation and influencing skills to build relationships with, and across, the team 3.4 Apply conflict management techniques to manage conflict within the team
	Able to input to discussions and provide feedback (to team and more widely) and identify and share good practice across teams.	**Unit 4 Building relationships** 3.3 Identify and share good practice across teams 3.6 Provide feedback to team, customers and stakeholders
	Able to build relationships with customers and manage these effectively.	**Unit 4 Building relationships** 3.5 Develop and manage relationships effectively with customers and stakeholders
Communication	Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management.	**Unit 2 Communication** 2.1 Use different forms of communication 2.3 Chair meetings effectively following organisational procedures

	Use of active listening and provision of constructive feedback.	**Unit 2 Communication** 2.2 Apply effective communication techniques when providing constructive feedback, holding challenging conversations and raising concerns
<td colspan="3" align="center">**Organisational Performance – delivering results**</td>		
Operational Management	Able to communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team and monitoring outcomes.	**Unit 5 Operational Management** 2.1 Communicate and translate goals into deliverable actions for the team 2.2 Communicate organisational strategy to the team 2.4 Use appropriate techniques to monitor the outcomes against operational plans
	Able to adapt to change, identifying challenges and solutions.	**Unit 5 Operational Management** 2.5 Revise plans in the light of changing circumstances and in accordance with strategic objectives and identified risks 2.6 Show how to adapt to change identifying challenges and solutions
	Ability to organise, prioritise and allocate work and effectively use resources.	**Unit 5 Operational Management** 2.3 organise, prioritise and allocate work, making effective use of resources
	Able to collate and analyse data and create reports.	**Unit 5 Operational Management** 2.7 Collate and analyse data to create reports
Project Management	Able to organise, manage resources and risk and monitor progress to deliver against the project plan.	**Unit 6 Project Management** 2.1 Develop a project plan with specific, measurable, achievable, realistic and time-bound (SMART) objectives 2.2 Develop plans to manage identified risks and contingencies 2.3 Communicate the requirements of the plan to those who will be affected 3.1 Manage resources in accordance with the

		project plan
	Ability to use relevant project management tools and take corrective action to ensure successful project delivery.	**Unit 6 Project Management** 3.2 Revise plans in the light of changing circumstances in accordance with project objectives and identified risks 3.3 use project management tools effectively throughout the project 4.1 Perform periodic reviews on the progress and effectiveness of a project using information from a range of sources 4.2 Evaluate the effectiveness of the project in relation to original objectives
Finance	Applying organisational governance and compliance requirements to ensure effective budget controls.	**Unit 7 Managing Finance** 3.1 Apply the budget to control expenditure in line with organisational and compliance requirements 3.2 Provide budget-related reports and information within agreed timescales 3.3 Evaluate the use of the budget, identifying areas of success and areas for improvement
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.	**Unit 08 Self-awareness and continuous development** 3.2 Reflect on feedback on performance from a range of valid sources 3.3 Produce an updated personal and professional development plan, considering and applying feedback received from others
Management of Self	Able to create an effective personal development plan and use time management techniques to manage workload and pressure.	**Unit 08 Self-awareness and continuous development** 3.1 Evaluate own current and future personal and professional development needs to create a personal development plan 3.4 Apply time management techniques to manage work load 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.	**Unit 9 Decision making** 2.1 Apply effective problem-solving techniques to identify potential solutions 2.2 Evaluate the solutions to make decisions 2.3 Implement the most appropriate solution, escalating any issues when required 2.4 Evaluate the effectiveness of the decisions
Behaviours	**What is required (developed and exhibited in the workplace)**	**Unit number and title**
This section is for guidance only, depending on the content and circumstances of the learner's work, different cross-referencing opportunities will apply.		
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations.	**Unit 1 Leading People** 2.5 Implement suitable techniques to manage change within the team **Unit 2 Communication** 2.2 Apply effective communication techniques when providing constructive feedback, holding challenging conversations and raising concerns **Unit 4 Building Relationships** 3.4 Apply conflict management techniques to manage conflict within the team **Unit 5 Operational Management** 2.1 Communicate and translate goals into deliverable actions for the team 2.2 Communicate organisational strategy to the team 2.5 Revise plans in the light of changing circumstances and in accordance with strategic objectives and identified risks 2.6 Show how to adapt to change identifying challenges and solutions **Unit 6 Project Management** 3.2 Revise plans in the light of changing

		circumstances in accordance with project objectives and identified risks 4.2 Evaluate the effectiveness of the project in relation to original objectives **Unit 7 Managing Finance** 3.3 Evaluate the use of the budget, identifying areas of success and areas for improvement **Unit 8 Self-Awareness and Continuous Development** 3.2 Reflect on feedback on performance from a range of valid sources 3.3 Produce an updated personal and professional development plan, considering and applying feedback received from others **Unit 9 Decision Making** 2.1 Apply effective problem-solving techniques to identify potential solutions 2.3 Implement the most appropriate solution, escalating any issues when required
Inclusive	Open, approachable, authentic and able to build trust with others. Seeks views of others	**Unit 2 Communication** 2.2 Apply effective communication techniques when providing constructive feedback, holding challenging conversations and raising concerns 2.3 Chair meetings effectively following organisational procedures **Unit 3 Managing People** 2.1 Support, develop and motivate individuals to achieve their personal development goals and objectives 2.2 Support, develop and motivate individuals to achieve their operational goals and objectives **Unit 4 Building Relationships** 3.1 Show how they build trust with, and across, the

		team 3.2 Apply effective negotiation and influencing skills to build relationships with, and across, the team **Unit 6 Project Management** 4.1 Perform periodic reviews on the progress and effectiveness of a project using information from a range of sources **Unit 8 Self-Awareness and Continuous Development** 3.2 Reflect on feedback on performance from a range of valid sources 3.3 Produce an updated personal and professional development plan, considering and applying feedback received from others **Unit 9 Decision Making** 2.1 Apply effective problem-solving techniques to identify potential solutions 2.3 Implement the most appropriate solution, escalating any issues when required
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.	**Unit 1 Leading People** 2.1 Communicate the organisation's strategy and purpose of their team, adapting their communication style to suit their team **Unit 3 Managing People** 2.1 Support, develop and motivate individuals to achieve their personal development goals and objectives 2.2 Support, develop and motivate individuals to achieve their operational goals and objectives 2.3 Monitor the progress of others towards personal and operational objectives and provide clear guidance and feedback **Unit 4 Building Relationships** 3.3 Identify and share good practice across teams

		Unit 5 Operational Management 2.5 Revise plans in the light of changing circumstances and in accordance with strategic objectives and identified risks 2.6 Show how to adapt to change identifying challenges and solutions **Unit 6 Project Management** 2.1 Develop a project plan with specific, measurable, achievable, realistic and time-bound (SMART) objectives 2.2 Develop plans to manage identified risks and contingencies 3.2 Revise plans in the light of changing circumstances in accordance with project objectives and identified risks **Unit 8 Self-Awareness and Continuous Development** 3.2 Reflect on feedback on performance from a range of valid sources 3.3 Produce an updated personal and professional development plan, considering and applying feedback received from others 3.4 Apply time management techniques to manage work load and pressure
Professionalism	Sets an example and is fair, consistent and impartial. Open and honest. Operates within organisational values.	**Unit 2 Decision Making** 2.2 Apply effective communication techniques when providing constructive feedback, holding challenging conversations and raising concerns 2.3 Chair meetings effectively following organisational procedures **Unit 3 Managing People** 2.3 Monitor the progress of others towards personal and operational objectives and provide clear guidance and feedback

| | | **Unit 4 Building Relationships**
3.3 Identify and share good practice across teams
3.5 Develop and manage relationships effectively with customers and stakeholders
3.6 Provide feedback to team, customers and stakeholders

Unit 6 Project Management
2.3 Communicate the requirements of the plan to those who will be affected
4.2 Evaluate the effectiveness of the project in relation to original objectives

Unit 7 Managing Finance
3.1 Apply the budget to control expenditure in line with organisational and compliance requirements

Unit 9 Decision Making
2.4 Evaluate the effectiveness of the decisions |