

# Team Leader/ Supervisor Level 3



# Team Leader/Supervisor Level 3 Apprenticeship

Team Leader/Supervisor Level 3 Apprenticeship is designed for those starting or developing their career within Business Management.

Find out more today, by speaking with one of our highly professional and experienced team, to find the right solution for you:

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# Team Leader/Supervisor Level 3



## Who is it for?

The Team Leader/Supervisor Apprenticeship is for someone who can take responsibility for managing a team or discrete project. They can support, manage and develop team members, manage projects, plan and monitor workloads and resources. They can take responsibility for delivering operational plans, resolving problems, and building relationships.

It is applicable to professional team leaders, first line managers and supervisors from all sectors - the private, public or third sector - and all sizes of organisation. It will typically take up to 18 months to complete, although the exact duration will be dependent on the previous experience of the individual.

This apprenticeship has been designed to provide access to development opportunities for as wide a range of individuals as possible. This includes individuals who are at the start of their career in leadership and management and who wish to take their first steps into professional management.

It is also appropriate for those already in management roles who may already have developed practical experience but who wish to develop their theoretical understanding of management skills. On completion, apprentices may choose to register as Associate members with the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development and progression.

The assessment approach is critical, being robust, challenging and testing, and will ensure that apprentices meet the skills, knowledge and behaviour outcomes as defined in the Standard, whichever Training Provider is delivering the Apprenticeship, and whichever Independent Assessment Organisation undertakes the End Point Assessment.



## Qualification

Apprentices without level 2 English and Maths will need to achieve this level prior to taking the end point assessment. On completion, apprentices may choose to register as Associate members with the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development and progression.

Apprentices without Level 2 English and Math's will need to achieve this level prior to completion of their Apprenticeship. You do not need to have prior qualifications to participate on this course. If you have, or have had, any Education Health Care Plan, or have been diagnosed with any learning disability, please ensure we are made aware of this, so that we can arrange additional learning support for you; this **will not** preclude you from participating on any of our programs.



## What is Required?

The Apprenticeship course will last for at least 18-months and will require the learner to demonstrate the Knowledge, Skills and Behaviours as follows:

<b>Knowledge</b>	<b>What is required?</b>
Business Understanding	Understands the structure of the organisation; the products and services it delivers; the external market and sector within which it operates; where their role fits in the organisation; the 'Values' by which it operates and how these apply to their role.
HR Legislation & Policy	Basic understanding of HR in their sector and any unique features. Good understanding of HR legislation and the HR Policy framework of the organisation. Sound understanding of the HR Policies that are relevant to their role. Knows where to find expert advice.
HR Function	Understands the role and focus of HR within the organisation; its business plan / priorities and how these apply to their role.
HR Systems & Processes	Understands the systems, tools and processes used in the role, together with the standards to be met, including the core HR systems used by the organisation.
<b>Skills</b>	<b>What is required?</b>
Service Delivery	Delivers excellent customer service on a range of HR queries and requirements, providing solutions, advice and support primarily to managers. Builds managers' expertise in HR matters, improving their ability to handle repeated situations themselves where appropriate. Uses agreed systems and processes to deliver service to customers. Takes the initiative to meet agreed individual and team KPIs in line with company policy, values, standards. Plans and organises their work, often without direct supervision, to meet commitments and KPIs.
Problem Solving	Uses sound questioning and active listening skills to understand requirements and establish root causes before developing HR solutions. Takes ownership through to resolution, escalating complex situations as appropriate.
Communication & interpersonal	Deals effectively with customers/colleagues, using sound interpersonal skills and communicating well through a range of media e.g. phone, face to face, email, internet. Adapts their style to their audience. Builds trust and sound relationships with customers. Handles conflict and sensitive HR situations professionally and confidentially.

Teamwork	Consistently supports colleagues /collaborates within the team and HR to achieve results. Builds/maintains strong working relationships with others in the team and across HR where necessary.
Process Improvement	Identifies opportunities to improve HR performance and service; acts on them within the authority of their role. Supports implementation of HR changes/projects with the business.
Managing HR Information	Maintains required HR records as part of services delivered. Prepares reports and management information from HR data, with interpretation as required.
Personal Development	Keeps up to date with business changes and HR legal/policy/process changes relevant to their role. Seeks feedback and acts on it to improve their performance and overall capability.
<b>Behaviours</b>	<b>What is Required?</b>
Honest & Integrity	Truthful, sincere and trustworthy in their actions. Shows integrity by doing the right thing. Maintains appropriate confidentiality at all times. Has the courage to challenge when appropriate.
Flexibility	Adapts positively to changing work priorities and patterns when new tasks need to be done or requirements change.
Resilience	Displays energy and enthusiasm in the way they go about their role, dealing positively with setbacks when they occur. Stays positive under pressure.



## Off the Job (OTJ) Training Requirement

You will also be required to complete and record what is known as “Off the Job Training” (OTJ Training). This includes the employer allowing 20% of the learners contracted hours to be used as off the job training and will include a number of activities including:

- Off-the-job training is training received by the apprentice, during the apprentice’s paid hours, for the purpose of achieving their apprenticeship.
- It is not training delivered for the sole purpose of enabling the apprentice to perform the work for which they have been employed.
- Off-the-job training is a statutory requirement for an English apprenticeship.
- Off-the-job training must be directly relevant to the apprenticeship framework or standard, teaching new knowledge, skills and behaviours required to reach competence in the particular occupation.

### CAN:

- Theory – such as lectures, role playing, online learning, simulation exercises or manufacturer training
- Practical training that apprentices would not normally complete during the week such as shadowing, mentoring, industry visit or competitions
- Learning support and time spent writing assignments

### CAN'T:

- Study or complete English and Maths which is funded separately
- Progress review or on-programme assessments that are required in the apprenticeship Standards
- Training that takes outside of the apprentices paid working hours



### **How will the course be delivered?**

At NEMA, we believe in empowering the learner and employer to identify what works best for them. The delivery of your course will therefore allow you to choose how you wish to learn, whether this is through face-to-face teaching, remote teaching, webinars, video content or written information.

Our intent is to identify your existing knowledge and skills, map these to what is required under the course programme Standards, we will then empower you to identify how you will learn with using a single method of learning, or whether you select a mix of methods, this will ensure that you gain the Knowledge, Skills and Behaviours needed.

We will also be looking to work with the employer to ensure that we deliver the course content in an order that meets your business needs first. Whether we start with Employment Law or end with Employment Law, the delivery will be agreed with the learner and employer to allow the impact to be identified and benefitted from.





## How will I be Assessed?

This apprenticeship is covered under what is called "Apprenticeship Standards", as such the course will be assessed through what is known as the End Point Assessment (EPA). This section is designed to identify how the EPA will be completed and what the requirements of the EPA are.

Month	Apprentice	Employer	Training Provider	Independent Assessment Organisation
0	Understand job role and apprenticeship commitment	Deliver induction training and understand role in apprenticeship	Explain apprenticeship, roles, timetable and commitments. Completes ESFA admin req'ts	
1-19	Works to role objectives / KPIs / training plan Develops Knowledge, Skills, Behaviours	Manages as any other employee inc Performance Management via monthly 1to1s etc	Monitors progress; identifies gaps; delivers apprentice learning and support as required. Completes ESFA admin req'ts	
6-19	Continues building required Knowledge, Skills, Behaviours	Supports and coaches	Supports and trains	
18-19		'Gateway' to end point assessment: Employer and TP review progress and Employer decides whether Apprentice has achieved competency levels required vs the standard.		
19-20	Apprentice, Employer and TP work together to agree the content of the Consultative Project. TP signs off vs Assessment Plan requirements			Agrees content of Consultative Project
21-23	Completes Consultative Project. Submits for assessment			Assesses Consultative Project
24	Prepares for and participates in Professional Discussion.	Informs apprentice of grade achieved	When decision made, completes ESFA admin requirements	Conducts Professional Discussion. Determines grade for apprentice. Informs employer of decision.

End point Assessment (green in the diagram above) – this contains two main components which are described in more detail in the next section:

- A Consultative Project, which contains a range of evidence demonstrating that the apprentice has met the requirements of specific Knowledge and Skills.
- A Professional Discussion that will explore the specific Skills and Behaviours

# END POINT ASSESSMENT

## 1. What is being assessed

The Independent Assessment Organisation will develop the detailed Assessment Tools, based on this Assessment Plan. The End Point Assessment will be synoptic and therefore cover the knowledge skills and behaviours in the Standard. Some knowledge will be evidenced implicitly through the skills demonstrated by the apprentice e.g. providing advice on the organisation's HR policies and procedures can only be done if the apprentice understands those policies and procedures.

## 2. How will assessment be carried out

The focus of the end point assessment is on the apprentice being able to meet the requirements of the Standard and to be able to demonstrate this through the work that they have done. It takes place in the last 3-4 months of the apprenticeship, once the apprentice has met the Gateway criteria, and consists of two assessment methods:

- Consultative Project
- Professional Discussion

The Employer, Training Provider and Independent Assessment Organisation will work with the apprentice to agree the content of the Consultative Project, providing guidance as to the content, structure etc. The Independent Assessment Organisation will sign this off.

### 2.1. Consultative Project

The Consultative Project will be a real example of work done by the apprentices in their role that will be completed after the Gateway, taking a maximum of three months.

The Project will require the apprentice to describe how they have applied their knowledge and HR related skills to deliver the services required by the role as described in the Standard. It should describe a situation where the apprentice has successfully worked with a customer (probably an internal one) to deliver a specific piece(s) of HR advice or provide an HR solution(s) for them.

The content of the project should include project objectives, scope of the work, description of the situation/problem/business need, methodology used, information gathered / findings, conclusions and recommendations, implementation plan. Examples of typical projects might include: providing advice/guidance to a manager / team on a range of HR matters from recruitment through to retirement; taking a defined role in a larger project run by more senior members of the HR team; carrying out analysis of HR information and producing recommendations for action. The project should be 3000 words +/- 10%.

A more detailed brief for the Consultative Project will be provided by the Independent Assessment Organisation. As the Consultative Project will be relevant to the actual business context and role that the apprentice is performing, it may not be possible to cover all of the knowledge and skills that are expected in the Project. If this situation arises, then a maximum of three of the listed components of knowledge /skill can be assessed in the Professional Discussion instead. This will be agreed when the Project is scoped at the start of the End Point Assessment and signed off by the Independent Assessment Organisation. The Consultative Project will be sent to the Independent Assessment Organisation for a fully independent assessment against the standard. It will be marked before the Professional Discussion is carried out. The Professional Discussion should be carried out within two weeks of the Project being marked.

## 2.2 Professional Discussion

The Professional Discussion will be conducted after the Independent Assessor has reviewed and marked the Consultative Project. It will focus on the Skills and Behaviours, together with any Knowledge and Skills components that have not been covered in the Consultative Project.

To ensure consistency of approach, the Independent Assessment Organisation will provide a bank of standard questions that the Independent Assessor will use. The bulk of these will be the Skills and Behaviours that must be tested in the Professional Discussion. In addition, the question bank will also include questions that explore the Knowledge and Skills covered by the Consultative Project.

There should be 13-16 questions in each Professional Discussion carried out with an apprentice and each question should focus on a single component of Knowledge, Skill or Behaviour. The question bank should be reviewed by the Independent Assessment Organisation at least once in the 3-year life of this Assessment Plan.

Having marked the Consultative Project, the Independent Assessor should confirm the Knowledge and Skill components normally covered by the Consultative Project for which they do not have evidence. They should then add into the Professional Discussion any additional questions (from the question bank) that are required to cover these Knowledge and Skill components. The Professional Discussion is expected to last between 60 and 75 minutes.

The Professional Discussion may be carried out face to face, typically at the employer's premises, or remotely using e.g. video conference or Skype, depending on numbers and locations of apprentices.

## 3. Who carries out the assessment

The End Point Assessment will be carried out by an Independent Assessment Organisation. The Employer and Training Provider may have a role in ensuring that the apprentice is ready for End Point Assessment and understands what is required, but they do not play any part in the decision of the grade to be awarded. Their respective roles are as follows:

Assessor	Role
Employer	<ul style="list-style-type: none"><li>• Brings a view of the apprentice from Performance Management and working with them in the workplace through the apprenticeship</li><li>• Has greatest clarity about whether the apprentice is fully competent in the workplace</li><li>• While consulting others, such as the training provider and apprentice, makes the final decision to put the apprentice through the Gateway to commence the End-Point Assessment</li><li>• Plays no part in the End-Point Assessment itself</li></ul>
Training Provider	<ul style="list-style-type: none"><li>• Brings a view of the apprentice from supporting them through the apprenticeship</li></ul>
	<ul style="list-style-type: none"><li>• Brings greater understanding of the assessment process than the employer and hence broader view on competence</li><li>• Provides advice and guidance on the assessment process</li><li>• Plays no part in the End-Point Assessment itself</li></ul>
Independent Assessor	<ul style="list-style-type: none"><li>• Brings a completely independent view to the end point assessment as they have had no engagement with the apprentice until now</li><li>• Reviews and marks the Consultative Project</li><li>• Conducts and marks the Professional Discussion</li><li>• Determines the grade to be awarded to the apprentice</li></ul>