

## Team Leader or Supervisor Apprenticeship Overview



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## Overview of the Team Leader or Supervisor Level 3 Apprenticeship Standard

At Elite Training we're delighted to offer the Team Leader or Supervisor Level 3 apprenticeship standard for organisational cohorts, which require a minimum of 12 apprentices, and open programmes, delivered remotely and/or with other local organisations. Contact us if:

- you're interested in Elite designing and delivering an apprenticeship standard for your organisation
- to express an interest in our next open programmes and we'll reach out when we have provisional dates.

Here we provide an overview and key information about the Team Leader or Supervisor apprenticeship, including who the standard is designed for, duration, maximum apprenticeship funding level, the standard's qualification level and progression. Followed by a summary listing the Knowledge, Skills and Behaviours (KSB) covered. We've also provided information on the wide mix of learning and how this is broken down. Finally a table expands the KSBs required, hence contents, along with initial notes for the employer and Elite to commence planning these standards.

<b>Apprenticeship Standard</b>	<b>Team Leader or Supervisor Level 3</b>
<b>Overview</b>	Providing first line management, with operational, project or team responsibilities to meet set goals.
<b>Typical responsibilities</b>	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.
<b>Who</b>	Supervisor, Team Leader, Project Officer, Foreperson, Shift Supervisor and Shift Manager.
<b>Planned Duration</b>	12 months (typically 12-18 months).
<b>Max Funding</b>	Your investment for this apprenticeship standard is normally £4,500 per apprentice, paid directly from your apprenticeship levy pot, or if you're a non-levy paying employer (or have insufficient funds in your apprenticeship levy account), the Government would co-invest 95%, hence your organisation would invest just £225 + VAT per apprentice.
<b>Entry Requirements</b>	Decided by each employer, e.g. Five GCSEs at Grade C or higher. Apprentices without level 2 English and Maths will need to achieve this prior to the End Point Assessment (EPA).
<b>Progression</b>	On completion apprentices can register as an associate member with the Institute of Leadership and Management (ILM) for £150 pa, with post-nominals AMInstLM, or an affiliate member with the Chartered Management Institute (CMI) for £180 pa. The team leader or supervisor role may be a gateway to further career opportunities, such as more senior management roles, including the <a href="#">Operations &amp; Departmental Manager Level 5 apprenticeship</a> .

Apprenticeships must last a minimum of twelve months and involve at least 20% Off The Job (OTJ) training, e.g. Training courses, coaching, shadowing colleagues, mentor support, managing projects, reading, etc. Given the typical calibre of operations and departmental managers we train and pressures on them, our usual design for this apprenticeship is over a twelve month timeframe.

A wide mix of learning is expected from an apprenticeship standard, e.g. Formal OTJ training, in the workplace and the opportunity to practise new skills in a real work environment. To meet this and ensure Learning and Development (L&D) is relevant to employers and their apprentices, whilst meeting apprenticeship standards' requirements, we apply the principles of:

- 30% Training: Courses and dedicated L&D Events (e.g. Business Games)
- 20% Support: Coaching, line manager, employer mentor, apprentice learning team and buddy
- 50% Experience: Projects and assignments, putting L&D into practice on-the-job, with continuous improvement.

Applying this to the Team Leader or Supervisor standard, the below Knowledge, Skills and Behaviours (KSBs) are:

- delivered in one training day per month across the year
- supported with one hour's coaching per month, weekly half-an-hour line manager one-to-ones and shadowing, monthly half-an-hour employer mentor and 90 minutes learning team and buddy support each month
- further developed, applying this learning in a structured approach, on-the-job, with continuous improvement, totalling 23 days during the year
- the standard would conclude with EPA preparation and the EPA.

To ensure the 50% Experience elements count towards the 20% OTJ training requirement, the employer and Elite plan apprenticeships around the employer's annual cycles, and utilise opportunities to practise KSBs alongside relevant modules. e.g. People objective setting training just before the start of the annual HR process. Additionally, the employer needs to consider opportunities for apprentices to practise KSBs if their current role doesn't facilitate this, e.g. If an apprentice doesn't analyse data, provide a project for them to do this following the Decision Making module.

Team Leader or Supervisor Knowledge and Skills:

- Organisational Performance:
  - Operational Management
  - Project Management
  - Finance

- Interpersonal Excellence:
  - Leading People
  - Managing People
  - Building Relationships
  - Communication
- Personal Effectiveness:
  - Awareness of Self
  - Management of Self
  - Decision Making.

Team Leader or Supervisor Behaviours:

- Takes responsibility
- Inclusive
- Agile
- Professionalism.

The following table expands the required Knowledge, Skills and Behaviours (KSBs), hence contents, along with initial notes for the employer and Elite to commence planning these standards.

K / S	Knowledge: What is Required	Skills: What is Required	Key Notes & Next Steps
<b>Organisational Performance – delivering results</b>			
Operational Management	Understand how organisational strategy is developed. Know how to implement operational/team plans & manage resources & approaches to managing change within the team. Understand data management, & the use of different technologies in business.	Able to communicate organisational strategy & deliver against operational plans, translating goals into deliverable actions for the team, & monitoring outcomes. Able to adapt to change, identifying challenges & solutions. Ability to organise, prioritise & allocate work, & effectively use resources. Able to collate & analyse data, & create reports.	The employer to provide details of operational models/systems used & relevant policies (e.g. For resource management, sales & Customer Relationship Management (CRM), & data security policies) & relevant dates from financial year planning (e.g. Department budget/objective planning cycle).
Project Management	Understand the project lifecycle & roles. Know how to deliver a project including: managing resources, identifying risks & issues, using relevant project management tools.	Able to organise, manage resources & risk, & monitor progress to deliver against the project plan. Ability to use relevant project management tools, & take corrective action to ensure successful project delivery.	The employer to advise project management methodology & systems used (e.g. SDLC, MS Project).
Finance	Understand organisational governance & compliance, & how to deliver Value for Money. Know how to monitor budgets to ensure efficiencies & that costs do not overrun.	Applying organisational governance & compliance requirements to ensure effective budget controls.	The employer to advise finance processes & systems used.

K / S	Knowledge: What is Required	Skills: What is Required	Key Notes & Next Steps
<b>Interpersonal Excellence - managing people &amp; developing relationships</b>			
Leading People	Understand different leadership styles & the benefits of coaching to support people & improve performance. Understand organisational cultures, equality, diversity & inclusion.	Able to communicate organisation strategy & team purpose, & adapt style to suit the audience. Support the development of the team & people through coaching, role modelling values & behaviours, & managing change effectively.	The employer to provide opportunity for apprentices to start mentoring a more junior colleagues following this module.
Managing People	Understand people & team management models, including team dynamics & motivation techniques. Understand HR systems & legal requirements, & performance management techniques including setting goals & objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback, & recognising achievement & good behaviour.	Able to build a high-performing team by supporting & developing individuals, & motivating them to achieve. Able to set operational & personal goals & objectives & monitor progress, providing clear guidance & feedback.	Plan timing around Annual HR Process, e.g. Objectives training before July (Financial Year (FY) start), appraisal training before FY end.
Building Relationships	Understand approaches to customer & stakeholder relationship management, including emotional intelligence & managing conflict. Know how to facilitate cross team working to support delivery of organisational objectives.	Building trust with & across the team, using effective negotiation & influencing skills, & managing any conflicts. Able to input to discussions & provide feedback (to team & more widely), & identify & share good practice across teams. Building relationships with customers & managing these effectively.	The employer to provide stakeholder plans. Time this module with the start of an apprentice project & include a requirement to work collaboratively, inside & outside the organisation.
Communication	Understand different forms of communication & their application. Know how to chair meetings, hold challenging conversations, provide constructive feedback & understand how to raise concerns.	Able to communicate effectively (verbal, written, digital), chair meetings & present to team & management. Use of active listening & provision of constructive feedback.	The employer to advise their internal & external communication & partner relationship strategies. The employer to provide the opportunity for apprentices to chair at least three meetings after this module.

K / S	Knowledge: What is Required	Skills: What is Required	Key Notes & Next Steps
<b>Personal Effectiveness - managing self</b>			
Awareness of Self	Know how to be self-aware & understand unconscious bias & inclusivity. Understand learning styles, feedback mechanisms & how to use emotional intelligence.	Able to reflect on own performance, seek feedback, understand why things happen, & make timely changes by applying learning from feedback received.	The employer to advise what reflection time staff are currently offered.
Management of Self	Understand time management techniques & tools, & how to prioritise activities & approaches to planning.	Able to create an effective personal development plan, & use time management techniques to manage workload & pressure.	The employer to advise their time management tools & share their PDP template (if it exists).
Decision Making	Understand problem solving & decision making techniques, & 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 & others, & able to escalate issues when required.	The employer to provide data for apprentices to analyse, e.g. Mini project(s).

Behaviours	What is Required	Key Notes & Next Steps
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience & accountability. Determination when managing difficult situations.	Cover behaviours in first training session, then continuously throughout apprenticeship. The standard has the opportunity to include 360 degree appraisals & apply learnings during the apprenticeship.
Inclusive	Open, approachable, authentic, & able to build trust with others. Seeks views of others.	
Agile	Flexible to the needs of the organisation. Is creative, innovative & enterprising when seeking solutions to business needs. Positive & adaptable, responds well to feedback & need for change.	
Professionalism	Sets an example, & is fair, consistent & impartial. Open & honest. Operates within organisational values.	

For more information on any of our apprenticeship standards visit our website [www.elitetraining.co.uk](http://www.elitetraining.co.uk) or contact, [apprenticeships@elitetraining.co.uk](mailto:apprenticeships@elitetraining.co.uk)

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