

A circular inset image showing a group of five business professionals in a meeting. A woman in a white shirt and glasses stands and speaks to a group of four seated colleagues (two men and two women) around a white table. The scene is brightly lit, suggesting a modern office environment.

TEAM LEADER SUPERVISOR LEVEL 3

Including CMI Certificate in Principles
of Management and Leadership Level 3

OVERVIEW

TEAM LEADER SUPERVISOR LEVEL 3 OVERVIEW

The Team Leader Supervisor Level 3 Apprenticeship is an opportunity for individuals who can take responsibility for managing a team or project, to grow and develop their managerial skills through a range of topics, covering personal, team and organisational development, in order to create a well rounded leader.

On completion of the standard, learners will demonstrate a range of leadership and management skills that will allow them to drive, develop and successfully lead a team.



Benefits of the apprenticeship:



Develop the confidence and skills in order to lead a team effectively



Understand how to use management skills to deliver plans and take corrective action, so everything is accomplished within the time frame



Become able to make effective decisions with the resources that are available at the time



Understand how to produce a range of financial reports and plans to help identify opportunities to increase revenue and reduce inefficiency

This standard is suitable for:

Those who are at the beginning of their career in leadership and management, or are in management roles and have practical skills, but wish to develop their understanding of management skills.

CMI Certificate in Management and Leadership Level 3

In addition to the apprenticeship programme learners will also complete the CMI Certificate in Management and Leadership at Level 3.

This comprises of two CMI units:

- Principles of Leadership & Management
- Manage a team to achieve results

PROGRAMME DELIVERY

Programme Length

- 15 months (on average) plus End-point Assessment (EPA)

Delivery Method

Programme delivered via 1-1 face to face visits in the workplace

Blended Learning:

- **Facilitated Learning:** Learners complete learning sessions with their Management Development Coach every 4-6 weeks
- **Self Study:** Learners expected to carry out self-study using Lifetime's social learning platform, Mylife
- **Contact:** Learners have access to their Management Development Coach via the Learner Portal, email, telephone and Mylife

DELIVERY MODEL

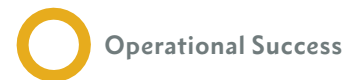
The delivery model is broken down into themes, whereby the units have been broken down into holistic opportunities for learners to apply the theories and models learnt in their workplace.



Personal Development



People Management



Operational Success



Project Management
and Finance

Each theme will follow a process of:

- Teaching and learning around the topic areas
- Learner applying learning in the workplace
- Learner providing evidence and preparing for End-point Assessment over a period of time
- The CMI Certificate in Management and Leadership programme at level 3 is assessed through completion of 1 workbook/assignment per unit

Practice Assessments

- Practice assessments are scheduled throughout the duration of the programme
- Designed to replicate the End-point Assessment methods learners will experience at the end of the programme
- Provide an opportunity to measure progress and build confidence at key milestones on their journey

DELIVERY THEMES

The Level 3 delivery model themes run throughout the programme as follows:

People Skills,
Communication,
Managing Performance

● Personal Development Theme: Visits 1-12

● People Management Theme: Visits 2-12

Planning the Operational Plan, Implementing the Operational Plan,
Building Relationships, Evaluating the Operational Plan

● Operational Success Theme: Visits 5 – 12


Planning a Project, Implementing
and Evaluating a Project, Finance

● Project Management & Finance: Visits 9 -12

● Mock Assessments Visits: 13 – 15

PROGRAMME MODULES

The delivery model is broken down over 11 topics:

- Personal Development
 - People Skills
 - Communication
 - Managing Performance
 - Planning the Operational Plan
 - Implementing the Operational Plan
 - Building Relationships
 - Evaluating the Operational Plan
 - Planning a Project
 - Implementing and Evaluating a Project
 - Finance
- 

PERSONAL DEVELOPMENT

Covered:

- Self Awareness
- Gaining Feedback from Others
- Equality and Diversity
- Learning Styles
- Time Management Techniques
- Prioritising Workload
- Creating a Personal Development Plan

Dig Deeper:

Feedback Methods

Tips for conducting a PR

When conducting a PR it is useful to involve all of the Project Team so that a variety of opinions can be contributed to the review, however it is important that the team -


Gives open and honest feedback.	Takes an objective view to identify improvements.	Documents success and identifies how these successes can be used in future projects.
Reflects on the unexpected issues that occurred, considering how these can be predicted in future projects.	Doesn't lay blame, but looks to the future.	Looks at both positives and negatives from the experience.

Strengths	Weaknesses
Opportunities	Threats

Opportunities list:

- ① Set allocated time each week with my employer to focus on my qualification
- ② Request paper handouts from my trainer
- ③ Create a reminder on my phone or diary prompting me to bring my work for my visit
- ④ Share my work with other staff who are qualified

PERSONAL DEVELOPMENT & CAREER PLAN



What are your long-term career goals (within the next 1+ years)?

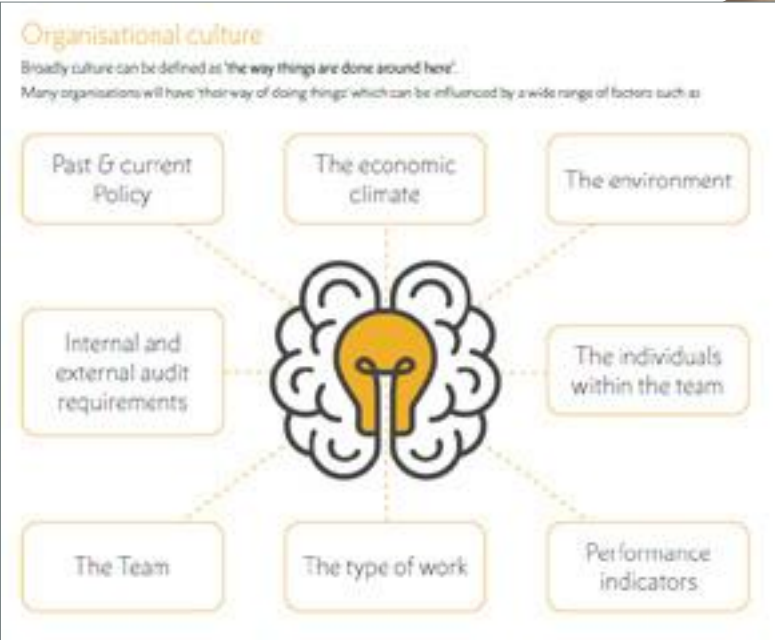
PEOPLE SKILLS

Covered:

- Leadership Styles
- Organisational Culture and Structure
- People and Team Management Model
- Team Motivation
- Unconscious Bias and Inclusion
- Emotional Intelligence

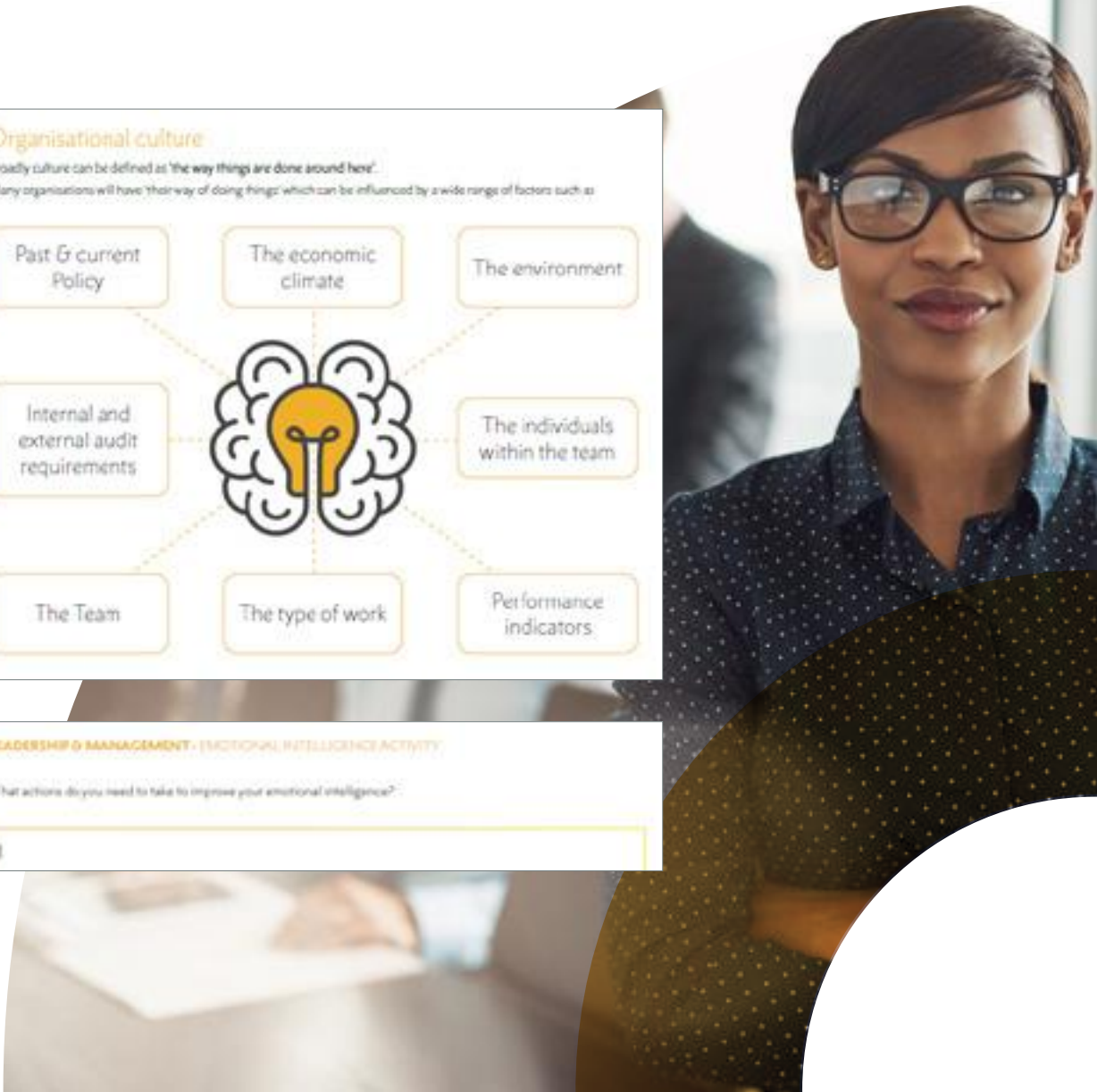
Dig Deeper:

Situational Leadership, Unconscious Bias and Inclusion



LEADERSHIP & MANAGEMENT - (EMOTIONAL INTELLIGENCE ACTIVITY)

What actions do you need to take to improve your emotional intelligence?



COMMUNICATION

Covered:

- Communication Methods
- Chairing Meetings
- Presentation Skills
- Constructive Feedback and Active Listening
- Challenging Conversations
- Raising Concerns

Dig Deeper:

Using Technology to Communicate, Empathic Listening and Effective Questioning



LEADERSHIP & MANAGEMENT ACTIVE LISTENING ACTIVITY

lifetime training

Active Listening Activity

Developed by The Center for Creative Leadership, the 5BI Feedback Tool outlines a simple structure that you can use to give feedback:

- 01 SITUATION
- 02 BEHAVIOUR
- 03 IMPACT

When you structure feedback in this way, your people will understand precisely what you are commenting on, and why.

When you outline the impact of their behaviour on others, you're giving them the chance to reflect on their actions, and think about what they need to change.

The tool also helps you avoid making assumptions that could upset the other person and damage your relationship with them.

and ask your
sent from a holiday
w/ listening skills
what is not quite
going to the talker by
give the three or four main
express.

and criteria right? What areas did they say you didn't listen to?



LEADERSHIP & MANAGEMENT CHALLENGING CONVERSATIONS ACTIVITY

lifetime training

Challenging Conversations - Activity

Think back to the last time you had a challenging conversation, can you describe below what happened?

1

MANAGING PERFORMANCE

Covered:

- HR Systems and Legal Requirements
- Absence Management
- Setting Goals and Objectives
- Conducting Performance Reviews
- Coaching to Support and Improve Performance
- Recognising Achievement and Good Behaviour

Dig Deeper:

Objective Setting and Coaching to Support and Improve Performance



LEADERHIP MANAGEMENT WITH ECONOMIC



Start by writing your notes on the coaching session.

1



PLANNING THE OPERATIONAL PLAN

Covered:

- Vision, Mission, Strategy and Objectives
- Strategy and Operational Planning
- Problem Solving Techniques
- Decision Making Techniques
- Collating and Analysing Data to Support Decision Making

Dig Deeper:

Problem Solving Techniques and Values and Behaviours



Please look at your own operation or area of responsibility and complete a PESTLE analysis, this should be presented to your trainer or tutor.

Political Factors

IMPLEMENTING THE OPERATIONAL PLAN


Covered:

- Understanding and Managing Change
- Implementing Operational Plans
- Managing Resources
- Monitoring Operational Plans
- Data and Information Management
- Technologies in Business
- Social Media in Business

Dig Deeper:

Understanding and Managing Change

Click on each icon to find out more. If you are using a mobile device please view the PDF [here](#).



LinkedIn: If you are working in a B2B field, this is the social media network for you to focus on. Connecting with business professionals in any industry is easier with LinkedIn as it allows you to target them by industry, job title, etc. As with all social media, LinkedIn prioritises relationship building more than any other. Don't lead with a sales pitch, start by building a connection. One of the best features for businesses are LinkedIn groups. Businesses should establish Groups in your target niche or industry and invite others in your target market to join.

LEADERSHIP & MANAGEMENT
RESOURCE: OPERATIONAL PLANS ACTIVITY



How would a cost benefit analysis help you to manage these resources?





BUILDING RELATIONSHIPS

Covered:

- Stakeholder Mapping
- Managing Conflict
- Emotional Intelligence and Stakeholder Relationships
- Negotiating and Influencing Skills
- Customer Relationships
- Facilitating Cross Team Working
- Building Trust with the Team

Dig Deeper:

Negotiation and Influencing



Stakeholder
 A person or organization that has an interest in or is affected by the organization's performance. It is a person or organization that can affect or be affected by the organization's performance. This is a key concept in stakeholder theory.

Primary
 These people are the "heart" of the world. They must complete the task or objective or make the business sustainable and profitable.

Secondary
 They provide the "backbone" of the world. They are not directly involved in the task, but they are essential for the success of the organization. They provide the resources and support needed for the organization to succeed.

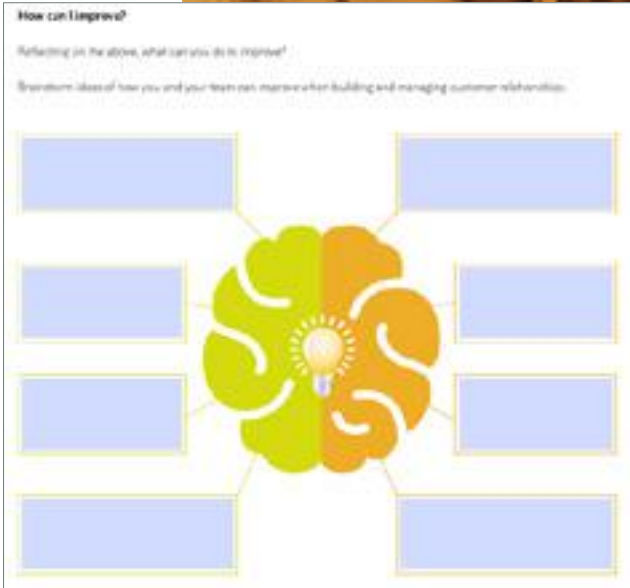
Tertiary
 These people are the "periphery" of the world. They are not directly involved in the task, but they can be affected by the organization's performance. They are often the most vulnerable to the organization's actions.

Using the STIC system, you can assess, influence and manage your relationships with stakeholders, and when appropriate, who needs to be consulted or informed.

How can I improve?

Reflecting on the above, what can you do to improve?

Brainstorm ideas of how you and your team can improve when building and managing customer relationships.



Facilitating Cross Team Working Activity

Describe the challenges of cross team working

EVALUATING THE OPERATIONAL PLAN

Covered:


- Evaluating Operational Plans
- Collating and Analysing
- Presenting Data
- Writing Reports

Dig Deeper:

Evaluating Operational Plans

Tips for conducting a PR

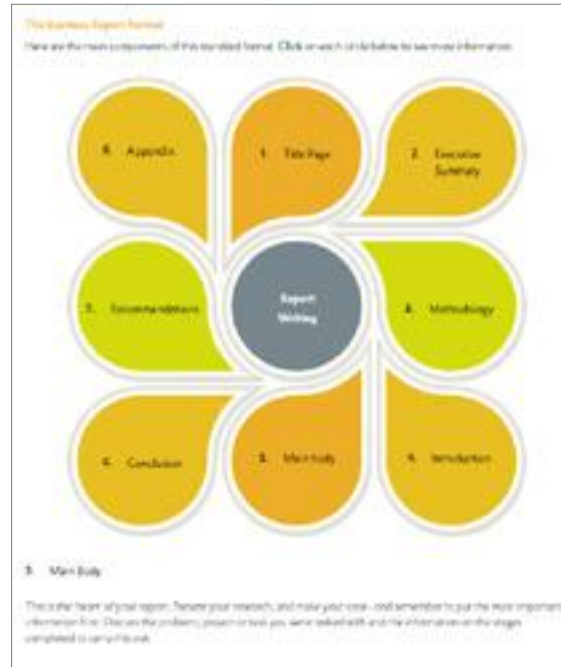
When conducting a PR it is useful to involve all of the Project Team so that a variety of opinions can be contributed to the review, however it is important that the team -



Conducting a PR

When conducting the review, it is important to include the following -

- Compare the results to the initial objectives - have they been achieved?
- Have the expected outcomes been delivered with the right level of quality?
- How can any gaps identified be rectified?



PLANNING A PROJECT

Covered:

- Project Lifecycle
- Project Roles
- Project Initiation
- Project Risks
- Project Scheduling

Creating a Milestone Report

The key output of a business register activities:

Milestones completed

- Description of milestone
- Due Date - when it was due according to current plan
- Actual completion date - if not the same as the projected due date
- Comments - Comments on any changes to be made to the plan further to the work.

Future Milestones

- Description of milestone - when it will be achieved
- Milestone to be complete
- Due date based on the original plan

Conducting a PR

When conducting the review, it is important to include the following -

- **Gap analysis**
 - Compare the results to the initial objectives - have they been achieved?
 - Have the expected outcomes been delivered with the right level of quality?
 - How can any gaps identified be rectified?
- Identify whether the project goals have been achieved.
- Are the project team adequately trained?
- Are the resources allocated to ensure the project is working?
- Are there any similar activities planned for to ensure the project's success?

Tips for conducting a PR

When conducting a PR it is useful to involve all of the Project Team so that a variety of opinions can be contributed to the review, however it is important that the team -

Gives open and honest feedback	Takes an objective view to identify improvements	Documents success and identifies how these successes can be used in future projects
Reflects on the unexpected issues that occurred, considering how these can be predicted in the future	Doesn't lay blame, but looks to the future	Looks at both positives and negatives from the experience



IMPLEMENTING AND EVALUATING A PROJECT

Covered:

- Managing Project Resources
- Project Issues
- Project Monitoring and Control
- Stakeholder Communication
- Evaluating Projects

Dig Deeper:

Managing Project Resources

Describe the purpose of a Post Implementation Review:

Tips for conducting a PIR

When conducting a PIR it is useful to involve all of the Project Team so that a variety of opinions can be contributed to the review, however it is important that the team -

Gives open and honest feedback	Takes an objective view to identify improvements	Documents success and identifies how these successes can be used in future projects
Reflects on the unexpected issues that occurred, considering how these can be predicted in future projects	Doesn't lay blame, but looks to the future	Looks at both positives and negatives from the experience

LEADERSHIP & MANAGEMENT PROJECT BUDGET TEMPLATE

Project Budget Template

Project Name: _____

PROJECT BUDGET				Total	
Project start date: / /					
Item	Unit cost	Units	Total		

lifetime



FINANCE

Covered:

- Value of Money
- Budget Setting
- Components of a Budget
- Managing and Monitoring Budgets
- Organisational Governance and Compliance
- Financial Forecast

Dig Deeper:

Financial Terminology

Creating a Milestone Report

The key stages of a milestone report are as follows -

Milestones completed

- ① Description of the milestone.
- ② Due Date - when it was due according to current plan.
- ③ Actual completion date - this may be different to the projected due date.
- ④ Comments - Comments on any changes to be made to the plan further to the review.

Future Milestones

- ① Description of milestone - what is yet to be accomplished for the milestone to be complete.
- ② Due date based on the original plan.
- ③ Status - is the milestone on target? Is it a red, amber or green?
- ④ Modified due date - A last resort, but sometimes the milestone may have to be

Tips for conducting a PIR

When conducting a PIR it is useful to involve all of the Project Team so that a variety of opinions can be contributed to the review, however it is important that the team -

Gives open and honest feedback

Takes an objective view to identify improvements

Documents success and identifies how these successes

CMI CERTIFICATE IN PRINCIPLES OF MANAGEMENT AND LEADERSHIP LEVEL 3

In addition to completing the apprenticeship learners will work towards the CMI Certificate in Principles of Management and Leadership Level 3.

This qualification consists of 2 CMI knowledge based modules which are achieved by completion of knowledge workbooks or written assignments.

Additional learning resources and assessment support is embedded into the apprenticeship programme.

A woman with dark hair, wearing a white top, is smiling and looking towards the camera. She is in a meeting room with other people in the background, some of whom are looking at laptops.

Learners
will receive a
CMI Certificate
in Principles of
Management and
Leadership Level 3

Principles in Management and Leadership

- Understand how organisations operate
- Understand the management role
- Understand the application of management and leadership approaches
- Understand the knowledge, skills and behaviours to be an effective manager

Manage a team to achieve results

- Understand the role and purpose of teams
- Be able to recognise the characteristics of a high performing team
- Know how to lead, communicate with and motivate a high performing team
- Know how to respond to challenges when managing a team proactively
- Know how to manage the performance of a team

EMPLOYER COHORT APPROACH

For employers with a minimum cohort of 15 delegates, webinars and skills days are available as an addition to the core programme. The topics fall within the People Management theme of the programme and employers can choose from any, or all of the following*:



Personal Effectiveness

- 2 x webinars
- 1 x skills day



High Performing Teams

- 3 x webinars
- 1 x skills day



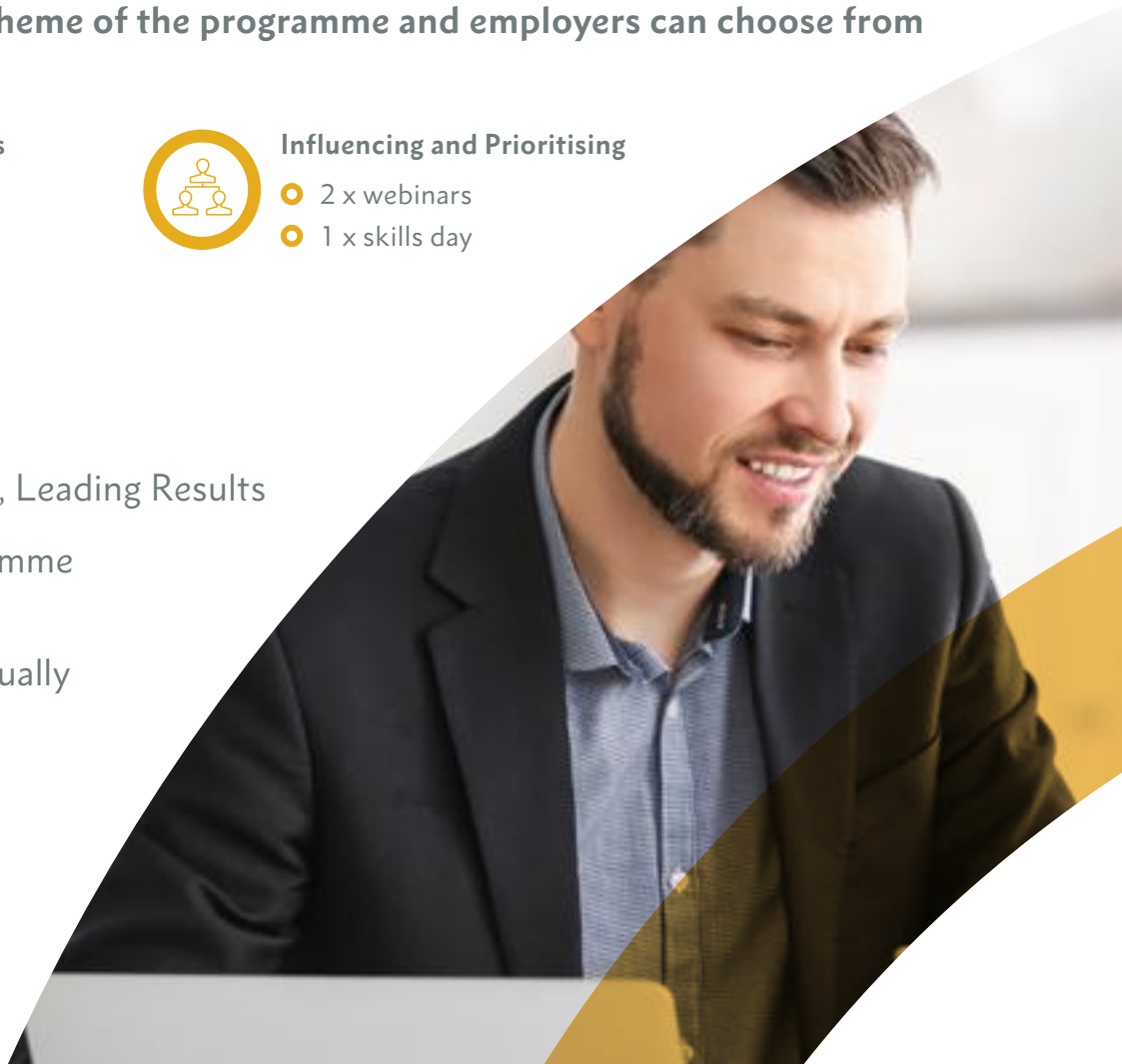
Influencing and Prioritising

- 2 x webinars
- 1 x skills day

How is it delivered ?

- Delivered by Lifetime's Leadership and Management experts, Leading Results
- Webinars and skills days scheduled in throughout the programme in agreement with employers
- Skills days will be delivered at the employer's premises or virtually

*Variations of webinars are available on request, please speak to your Lifetime Partnership contact to discover more.



LEARN, SHARE AND APPLY – EXAMPLE RESOURCES

Audio



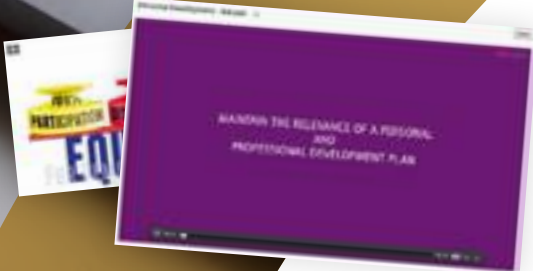
Interactive Activities



Interactive Worksheets



Video



SKILLS ENDORSEMENT CHECKLIST EXAMPLE

EMPLOYER SKILLS ENDORSEMENT – LEVEL 3 TEAM LEADER / SUPERVISOR



Operational Success – Evaluating the Operational Plan

Below are a series of skills and behaviours required to achieve a pass, please can you observe performance in the workplace and document what you are seeing? Upon completion please can you add the document to the apprentice's journal and discuss your findings with the Lifetime Coach.

'Training Provided' = Training given 'Almost There' = Task not completed satisfactorily (add some comments) 'Good to Go' = Task completed competently

Today I have seen	Training Provided	Almost There	Good to Go	Comments
Collate and analyse data relevant to operational goals.				
Use data to create reports on operational goals.				
Evaluate an operational plan.				
Demonstrate drive to achieve in all aspects of work.				
Demonstrate resilience and accountability.				
Seek views of others.				

Learner signed:

Date:

Learner name:

Manager signed:

Manager name:

LEARNER REFLECTIVE JOURNAL

A weekly reflective journal that will be included in their portfolio of evidence

ADD/EDIT REFLECTIVE JOURNAL ✕

Use this area to edit your experiences during your apprenticeship.

Title *	Type of Entry *
<input type="text" value="Demo Journal entry"/>	<input type="text" value="Weekly Summary"/>

Record - What have you learnt? And, what support do you need to further improve? *

Now ask yourself the following

Reflect - How will you use your new knowledge, skills or behaviour in your work?

Review - How have you used your new knowledge, skills or behaviours in your work?

Evidence attached to this reflective journal entry

Demo video - upload a document.mp4
21/02/2020 1:11 PM (Learner)

A circular background image showing a woman in a black and white striped shirt, smiling and looking to the right. The image is partially obscured by a large yellow circle and a yellow horizontal bar.

TEAM LEADER SUPERVISOR LEVEL 3

END-POINT
ASSESSMENT

EPA JOURNEY

CAN BE COMPLETED IN EITHER ORDER

ON-PROGRAMME
LEARNING

PLANNING
MEETING

PRESENTATION
WITH Q&A






PROFESSIONAL DISCUSSION
UNDERPINNED BY A
PORTFOLIO OF EVIDENCE






GRADING AND
DETERMINATION





GATEWAY

Minimum
12 months
on-programme
learning

Level 2 maths
and English

-  30 minutes
-  Remote
-  Video or telephone conferencing
-  PC/laptop, wifi connectivity to support remote functionality
-  Apprentice, End-point Assessor, Employer, Training Provider

-  Title agreed at Gateway
-  2 weeks to prepare presentation
-  Presentation 20 mins
-  Q&A 30 mins
-  Apprentice, End Point Assessor

-  1 hour
-  Two-way conversation
-  Appropriately structured to draw out the best of the apprentice's competence and excellence
-  Apprentice, End-point Assessor

ESFA CERTIFICATION

Grading
Fail/pass/
distinction