



Civil Service
Learning

Leadership and Management Team Leader Apprenticeship (Level 3)

Programme information

October 2017

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Is this programme suitable for my job role?

This programme covers the key competencies that managers need to successfully lead a team. The programme has been designed based on the latest best practises to give you the skills, qualifications and grounding to become a well-rounded manager. This apprenticeship is suitable if you are:

- a first-time manager
- moving into a management role (you must be able to embed learning, so you must have responsibility for work which allows you to demonstrate the required management skills, knowledge and behaviours outlined in this brochure)

Roles this programme prepares you for:

- Supervisor
- Team Leader
- Project Officer

What qualifications are included?

The great thing about an apprenticeship is that you will gain valuable qualifications which demonstrate the new skills you have developed whilst on programme.

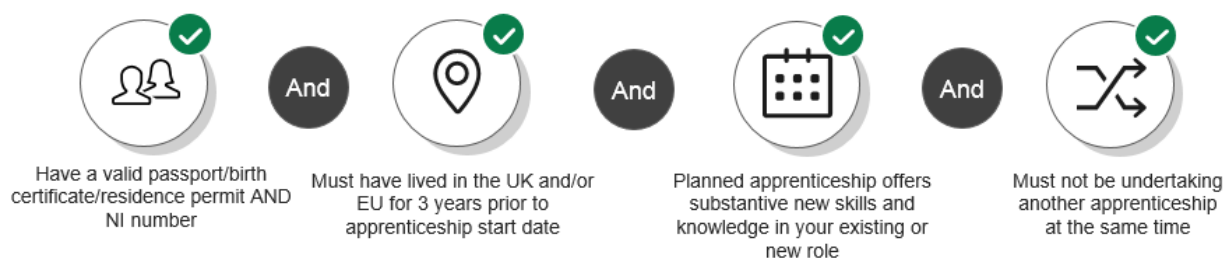
Qualifications for this programme include:

- Team Leader Apprenticeship
- Chartered Management Institute Level 3 Diploma First Line Management

The Chartered Management Institute (CMI) is the only chartered professional body in the UK and is dedicated to promoting the highest standards in management and leadership excellence.

Entry requirements

Core entry requirements



Role requirements



Must be in a role such as Supervisor, Team Leader, Project Officer, Shift Supervisor, Foreperson or Shift Manager

Functional skills requirements



Have **GCSE English and Maths** (or equivalents) at grade D or above

Apprentices without a recognised level 2 English and Maths qualification will need to achieve this level prior to taking the end-point assessment.

For those with an education, health and care plan or a legacy statement the apprenticeships English and Maths minimum requirement is Entry Level 3 and British Sign Language qualification are an alternative to English qualifications for whom this is their primary language.

If you are unsure if you are eligible, you can submit an enquiry to your department's single point of contact for apprenticeships.

Funding eligibility

A full list of SFA eligibility criteria can be found here – <https://www.gov.uk/government/publications/apprenticeship-funding-and-performance-management-rules-2017-to-2018>

How is the programme structured?

The apprenticeship is made up of four components, ensuring you have a rounded in-depth understanding of the fundamental principles, techniques, and workplace behaviours essential to leading at a higher level.

The four components are:

1. Knowledge modules

Introduce you to the key competencies needed to take your leadership and management skills to a higher level. They take place in the classroom at a local QA Ofsted 'Outstanding' learning centre.

2. On-programme assessments

Take place in the workplace after each knowledge module has been completed. You will take a CMI assessment in the workplace in between your classroom training to ensure you meet the learning outcomes of the programme.

3. Summative portfolio

You will record evidence to demonstrate the skills and behaviours you have applied in the workplace from your training, showing you are gaining skills essential to effective leadership and management.

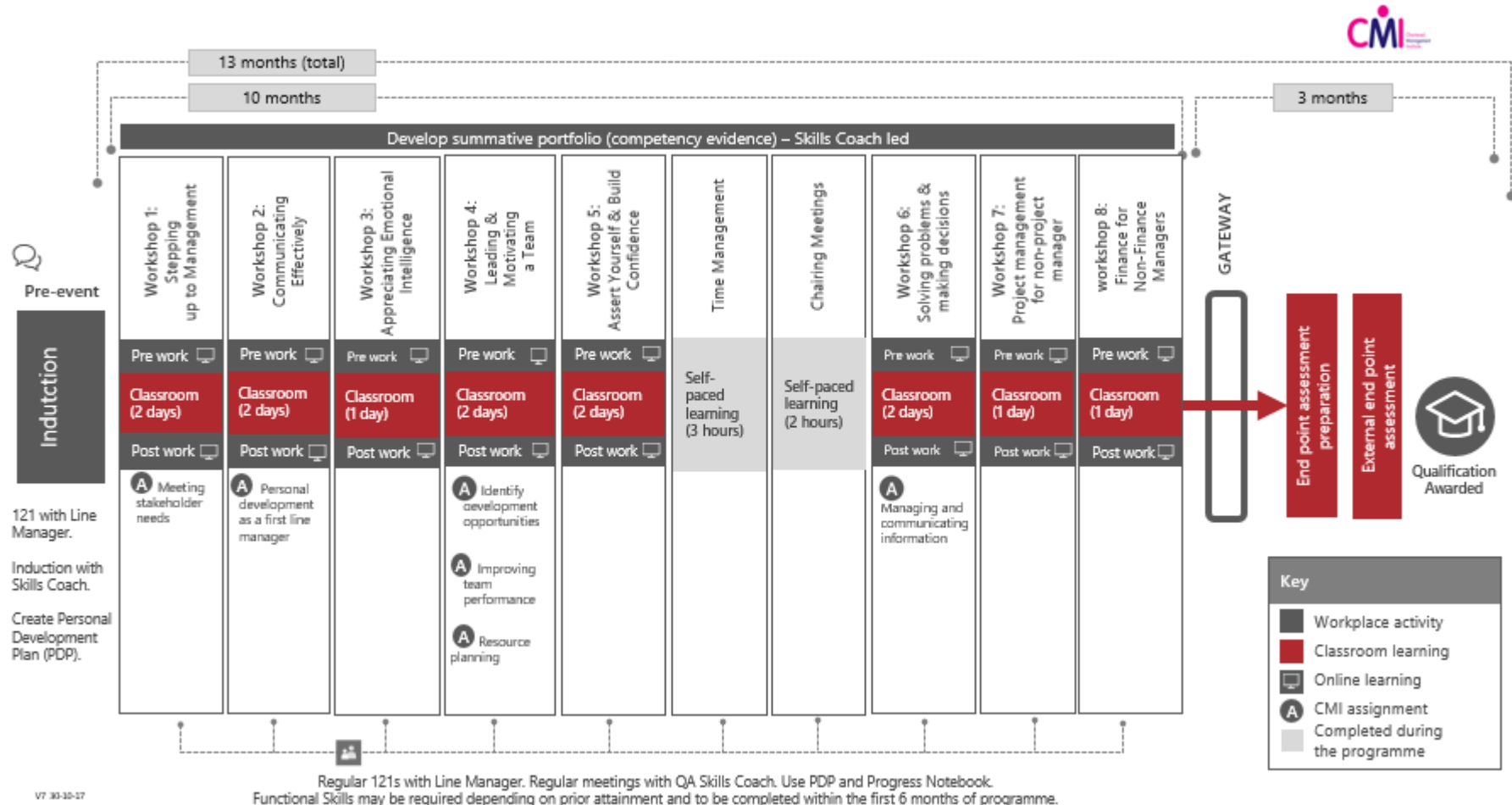
You will record reviews and feedback from line managers, peers and direct reports, and create a log of continual professional development (CPD).

4. End point assessment

The end point assessment is carried out by an independent assessment organisation. It includes knowledge tests, a competency based interview, a review of your portfolio, a presentation and Q&A session. The assessment determines whether you have successfully met the learning requirements of the programme.

How long will the programme take me to complete?

This apprenticeship is typically delivered over 13 months but the time it takes you will depend on your prior knowledge/experience. The structure and duration of the programme ensures that learning can be delivered flexibly around other responsibilities – both at work and at home. Below is an example timetable.



What will I learn?

This programme consists of 8 knowledge modules supported by online learning and self-paced learning, as well as the opportunity to apply your learning on-the-job.

1. Stepping Up To Management (two day face to face workshop)

You will learn to:

- Understand the challenges and responsibilities associated with becoming a manager
- Understand how to make a successful transition from team member to team leader
- Improve the soft skills and confidence needed to manage a team
- Develop coaching, communication skills and effective listening skills

2. Communicate Effectively (two day face to face workshop)

You will learn to:

- Deepen connections with others and improve teamwork, decision making, and problem solving
- Communicate negative or difficult messages without creating conflict or destroying trust
- Understand the emotion and intentions behind information
- Convey a message so that it is received and understood exactly the way it is intended
- Improve effective listening skills
- Understand non-verbal communication, engaged listening, managing stress in the moment, and the ability to communicate assertively
- Understand your current ability to communicate and how to improve

3. Appreciating Emotional Intelligence (one day face to face workshop)

You will learn to:

- Understand the role emotional intelligence plays in a wide range of domains including the home, the community and the workplace
- Learn how emotional intelligence has the potential to increase understanding of how individuals behave and how they adapt to their social environment
- Understand the power that effective emotional intelligence can bring to individuals, managers and organisations, in terms of delivering success and influence

4. Leading And Motivating A Team (two day face to face workshop)

You will learn to:

- Understand the principles of how to lead and motivate a team
- Understand the relationship between performance, productivity, loyalty and levels of engagement
- Understand the benefits of coaching to support people and improve performance
- Understand the Belbin Team profile, safeguarding team welfare, risks to team

welfare, how to plan resource needs with the team and how to meet team objectives

5. Assert Yourself And Build Confidence (two day face to face workshop)

You will learn to:

- Understand the meaning behind assertiveness and confidence building
- Learn how to stand up for your own and other people's rights in a calm and positive way without being either aggressive or passively accepting you are 'wrong'
- Understand how to get a point across without upsetting others or personally becoming upset
- Reflect on current methods of communication and impact in order to understand how to behave in a way that improves performance

6. Solve Problems And Make Decisions (two day face to face workshop)

You will learn to:

- Generate creative solutions to problems and select practical solutions for implementation
- Understand barriers to effective problem solving and decision making
- Understand methods of data collection and analysing different types of data
- Develop appropriate techniques to review outcomes and evaluate results

7. Project Management For Non-Project Managers (one day face to face workshop)

You will learn to:

- Understand methodologies, tools and techniques to get work done on time and within budget
- Understand project management processes, roles and responsibilities
- Learn how to manage, monitor and record use of resources
- Understand how to identify risks and issues as well as understand the process required to continually improve meeting stakeholder needs

8. Finance For Non-Finance Managers (one day face to face workshop)

You will learn to:

- Understand organisational governance and compliance
- Learn how to deliver value for money and know how to monitor budgets to ensure efficiencies
- Understand financial terminology, profit and loss accounts (income statements), balance sheets and cash flow statements
- Build business cases, explain the importance of recording relevant and accurate information and use records to plan for future resource requirements

Self-paced learning

Time Management

You will learn to:

- Develop key techniques to improve time management and personal productivity
- Learn how to budget time wisely and effectively in order to rethink and reprioritise at short notice
- Learn how to not feel overwhelmed with workload – from managing emails to juggling multiple projects

Chairing Meetings

You will learn to:

- Describe the role of the chair person
- Know how to structure an effective meeting
- Demonstrate the skills required to manage an effective meeting

Where will my training take place?

During your knowledge modules you will be taught by a specialist QA Leadership and Management tutor in a local QA training centre. QA has training centres in locations throughout Britain.

Outside of the classroom, a QA skills coach with relevant skills and experience in the sector will be available to meet either at your workplace or via the telephone or web link during each module.

Supporting materials and additional learning activities will also be accessible via an online learning website, Canvas.

How will the programme be assessed?

This final assessment is undertaken by an independent assessor, it will determine your final grade – Pass, Merit or Distinction. The assessment will include four key elements to ensure you have met all of the knowledge, skills and behaviours defined in the Level 3 Team Leader apprenticeship standard.

The four elements include:

- Knowledge test
- Assessment of your summative portfolio
- Professional discussion relating to continued professional development (CPD) activity including evidence of CPD and personal development activities
- Structured competency-based interview

You will also be required to submit an employer reference.

The use of a variety of assessment methods in the final summative assessment ensures that the assessment is based on your performance and accurately reflects the quality of your work.

When can I start?

Straight away. Cohorts of programmes are scheduled to start at multiple points during the year.

Register your interest by contacting your department's single point of contact for apprenticeships.