Team Leader/ Supervisor Apprenticeship

Assessment Plan

Contents

Introduction

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.

The approach has been designed to be:

- Appropriate, relevant and feasible in a wide range of contexts
- Consistent across these contexts
- Affordable and manageable based on the number of potential learners.

1. Summary of Assessment

Each Training Provider will develop its own apprenticeship programme and will map it to the outcomes required in the standard.

<u>On-programme assessment</u>
It is strongly recommended that on programme assessment of knowledge, skills and behaviour outcomes en-route to the final synoptic end point assessment takes place.

It is <u>recommended, but not required,</u> that this comprise of:

- Completion and achievement of a relevant Level 3 Diploma in Management or equivalent management qualification and recognised by Ofqual, equating to at least 370 hours Total Qualification Time (37 credits). Where a qualification is not used, there should be provision of underpinning knowledge and training with regular assessments to an equivalent standard, quality and scope which can be evidenced.
- Regular performance reviews between apprentice and line manager
- Development of a portfolio of evidence
- Feedback from line manager, peers and direct reports (including 180/360 degree feedback or equivalent)

The decision to Gateway to the End Point Assessment will be taken by the line manager (employer) and apprentice with input from the Training Provider.
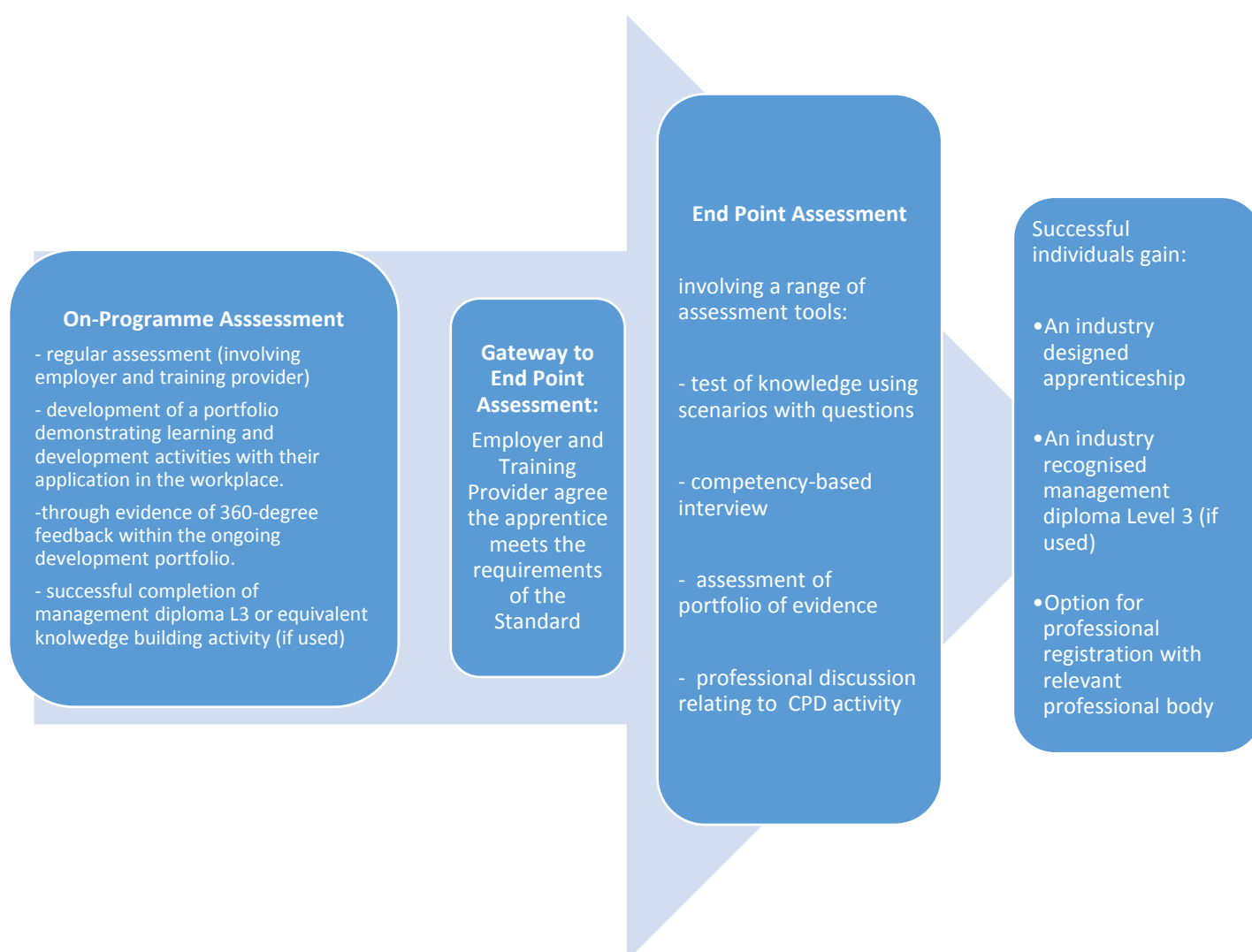
Synoptic End Point Assessment
The End Point Assessment will test the entire Standard, and be undertaken as follows:

- Assessment of knowledge through a test using scenarios, questions and responses
- Assessment of competency through competency based interview
- Assessment of portfolio of evidence
- Continuing Professional Development Log reviewed and professional discussion/question and answer session

The End Point Assessment requires apprentices to demonstrate they have achieved the standard.

The Assessment Model is as follows:

On-Programme Asssessment

- regular assessment (involving employer and training provider)

- development of a portfolio demonstrating learning and development activities with their application in the workplace.

-through evidence of 360-degree feedback within the ongoing development portfolio.

- successful completion of management diploma L3 or equivalent knolwdge building activity (if used)

Gateway to End Point Assessment:

Employer and Training Provider agree the apprentice meets the requirements of the Standard

End Point Assessment

involving a range of assessment tools:

- test of knowledge using scenarios with questions

- competency-based interview

- assessment of portfolio of evidence

- professional discussion relating to CPD activity

Successful individuals gain:

- An industry designed apprenticeship

- An industry recognised management diploma Level 3 (if used)

- Option for professional registration with relevant professional body

2. Assessment Overview

The Independent Assessor will review the evidence for each apprentice and grade the apprentice on the following scale: fail/pass/merit/distinction.

All candidates must participate in all three elements of the End Point Assessment and achieve a minimum of 50% for each component.

Assessment Method	Area Assessed	Assessed By	Weighting
Knowledge Test using scenarios and questions	Knowledge of leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	30%
Structured competency based interview	Knowledge and application of learning relating to leading people, managing people, building relationships, communication, operational management, project management, finance	Independent Assessment Organisation	30%
Assessment of portfolio of evidence	Application of knowledge and demonstration of skills and behaviours relating to leading people, managing people, building relationships, communication, operational management, project management, finance, self-awareness, management of self and decision making, taking responsibility, inclusivity, being agile, professionalism	Independent Assessment Organisation	20%
Professional discussion relating to CPD activity	Evidence of CPD, training and personal development activities and how learning was applied to the role and workplace	Independent Assessment Organisation	20%

3. On-programme Assessment

This is typically a 15 - 18 month apprenticeship with an integrated approach to the assessment of knowledge, skills and behaviours.

The On-Programme Assessment approach will be agreed between the training provider and employer. The assessment will give an ongoing indication of performance against the final outcomes defined in the standard. The training provider will need to prepare the apprentice for the End Point Assessment, which may include preparation for the interview, collation of the portfolio (eg provision of recordings of professional discussions).

The programme will cover the breadth and depth of the standard using suggested on-programme assessment methods that integrate the knowledge, skills and behaviour components, and which ensure that the apprentice is sufficiently prepared to undertake End Point Assessment.

It is recommended, but not required, that the On-programme assessment includes:

- Completion and achievement of a relevant Level 3 Diploma in Management or equivalent management qualification and recognised by Ofqual, equating to at least 370 hours Total Qualification Time (37 credits) or training providing underpinning knowledge or training with regular assessments to an equivalent standard, quality and scope which can be evidenced.
- Registration with a relevant professional body to provide access to management resources, wider networks, and CPD activities
- Regular performance reviews undertaken by the employer
- Development of a portfolio of evidence including reports, assignments, evidence of tasks undertaken, demonstrations, presentations
- Observations (recorded by the training provider)*
- Ongoing professional discussions between apprentice and training provider relating to projects and assignments (recorded by the training provider)*
- Feedback from line manager, direct reports and peers including 180/360 degree feedback approaches*

*It is recommended that where possible the evidence collected makes use of video or audio technologies

The use of the Level 3 Diploma (or equivalent) in the on-programme delivery is recommended as it ensures the development and assessment of the knowledge areas required by the standard in a consistent manner, and is valued by employers and individuals.

The portfolio of evidence will demonstrate the skills and behaviours learned and applied. Assessment will monitor ongoing performance of the apprentice, and the training provider and employer must support the apprentice and provide guidance as required.

Apprentices without Level 2 in English and Maths will need to achieve these prior to taking the end-point assessment. It is also recommended that the apprentice is supported to become digitally literate where this is important to their role.

The programme and assessments will be clearly mapped to Standard by the training provider to show how the outcomes will be met. The Standard can be found at Annex 1.

4. Assessment Gateway

The line manager (employer) will make the decision as to when the apprentice is ready, based on their being competent and performing in their role.   This decision will be supported by input from the training provider.

5. End Point Assessment

Following successful completion of the Gateway, the training provider will submit the candidates' details to the independent assessment organisation (which will have been chosen by the employer).

What will be assessed?

The knowledge, skills and behaviours required of a team leader/supervisor as set out in the standard will be assessed during the End Point Assessment.   The Standard can be found at Annex 1.

How will it be assessed?

The End Point Assessment will comprise:

Knowledge Test

The knowledge requirements within the Standard will be tested using a structured series of questions to assess the apprentice's knowledge to ensure all aspects are given coverage. It should be set at a level which would be expected to be achieved through a Level 3 Diploma (or equivalent) or from training of an equivalent standard, quality and scope.

A series of different scenarios and situations will be used, with a series of questions requiring responses which will demonstrate the apprentices knowledge of that particular topic. The knowledge test may be delivered online or be paper-based, and is likely to be multiple choice. The assessment organisation will set out the test specifications including the number of questions to be included, time allowed, and conditions for invigilation, to ensure consistency and quality.

Structured Competency Based Interview

Knowledge requirements and their application will be tested using a structured series of questions to assess the apprentice's knowledge to ensure all aspects are given coverage.

The interview can be conducted using a range of media (telephone interview, live media, online or written), whichever is the most appropriate for the apprentice.

Assessment of portfolio of evidence

- *The Portfolio*

A portfolio of evidence will be reviewed and assessed by the independent assessor, who makes a judgement on the quality of the work. It will comprise a collection of evidence (preferably in an online portfolio with written, audio and video evidence) which might include:

- Written statements
- Reports
- Presentations
- Performance reviews between employer and apprentice
- Observations (recorded by the training provider)
- Ongoing professional discussions between apprentice and training provider relating to projects and assignments (recorded by the training provider)
- Feedback from line manager, direct reports and peers including 180/360 degree feedback approaches

The evidence contained in the portfolio will comprise of complete and/or discrete pieces of work that cover the totality of the Team Leader/Supervisor Apprenticeship Standard. This will be a range of materials and documents generated over the period of the apprenticeship and which provide evidence of the apprentices' ability to apply and demonstrate team leading and management concepts.

The portfolio will be produced by the apprentice having first learned and applied the relevant skills/competencies and behaviours. It will demonstrate their best work, enabling them to demonstrate how they have applied their knowledge and understanding in a real work environment to achieve real work objectives.

The portfolio will also show how the apprentice has demonstrated the behaviours, especially around contact with others, team work and areas where they have exceeded the requirements of the role. This can be in the form of manager's report, emails, customer comments, peer review etc.

The employer and the training provider will assist the apprentice to develop their portfolio to ensure that it is complete and that it covers the totality of the Standard. The use of video and audio evidence is encouraged to provide "real time" demonstrations and application.

The standard should be used as setting the broad parameters for this portfolio and scoring criteria will be developed through the employer group.

Professional Discussion relating to CPD activity

The apprentice will provide evidence of any additional learning/CPD undertaken during the apprenticeship, which will include:
  − Activity undertaken during the Level 3 diploma, including any assignments or projects
  − Details of any formal or informal learning undertaken
  − Details of any professional discussions undertaken or support provided through Professional Bodies

The Independent Assessor will undertake a professional discussion with the apprentice to identify the objective of the activity, and reflect on the outcome and how learning gained was applied.

Who will assess it?

The selected Independent Assessment Organisation will be responsible for all aspects of the End Point Assessment.

The competency based interview and scenario testing, full portfolio of evidence and CPD log with associated interview discussions, are reviewed against the standard, to ensure that the apprentice has demonstrated the full range of skills, knowledge and behaviours detailed in the standard. During this process the Independent Assessor will be able to ask for further information from the apprentice, employer or training provider if required.

The End Point Assessment comprises a range of assessment methods, including a knowledge test, written portfolio and interview, to build in rigour and ensure that all components of the Standard have been fully tested and met. Guidance will be provided on possible Learning Outcomes and Assessment Criteria.

There will not be a panel of assessors - there will only be one independent assessor involved and they will make the final decision as to whether the standard has been met or not and the apprentice has passed.

It is expected that the independent assessor will have experience of leadership and management within a range of types and sizes of organisation, and hold a relevant leadership and management qualification at a minimum of a Level 5 (or equivalent) or have significant occupational experience. Ideally the assessor will be an experienced professional manager and as such be a registered Chartered Manager, or at least full members of either CMI or ILM.

6. End Point Assessment – final judgement

The Independent Assessor will make the final judgement as to whether the apprentice has fully met the requirements of the Standard.

The Independent Assessor will be from an organisation that is on the Register of Apprentices Assessment Organisations. It is expected that there will be a number of different organisations on the Register able to undertake the End Point Assessment.

7. End Point Assessment – grading

The final assessment and grading will be undertaken by the Independent Assessor. Marks will be allocated across the areas being assessed, with a maximum possible mark of 100.

The Independent Assessor will award marks based on their assessment of the structured competency based interview and scenario test, written portfolio, and professional discussion relating to CPD activity.

The marks will be based on how the evidence presented contributes to:
- What the apprentice has shown they can do against the requirements of their job role
- How the apprentice has approached their work and learning, and the way they have completed the task(s)
- Who the apprentice has worked with demonstrating personal and interpersonal qualities they have brought to all their work relationships

End Point Assessment Evidence	Weighting	Maximum Mark	Minimum Mark*
Knowledge Test	30%	30	15
Structured competency-based interview	30%	30	15
Submission of Portfolio	20%	20	10
Professional discussion of CPD activity	20%	20	10

Apprentices will need to achieve at least 50 per cent within each part of the End Point Assessment to be able to pass the apprenticeship.

The marks, which already include the weighting for each component, will then be combined to give the final grading:

Grade	Total Mark
Distinction	70+
Merit	60+
Pass	50+
Fail	Less than 50

The scoring and grading mechanism will be developed by the assessment organisation and externally quality assured by the External Quality Assurance organisation, to ensure the grading approach reflects:

- What constitutes an outstanding team leader / supervisor: someone who is not just good, but also has the potential to improve quickly and someone who is not just confident and fully capable of doing the job, but someone who regularly goes beyond expectations
- Market value: what employers across sectors would constitute as an outstanding and exemplary team leader / supervisor, demonstrated in a way that is transferable across employers

8. Independence

The Independent Assessment Organisation will be responsible for the End Point Assessment. As such they will have had no involvement in the delivery of the on-programme activities, and previous contact with the apprentice, and will be fully independent and impartial.

9. End Point Assessment – summary of roles and responsibilities

Assessor	Role
Independent Assessment Organisation	To carry out the independent End Point Assessment and assess whether the apprentice has met all the requirements of the standard
Employer	To support the apprentice in the workplace and ensure readiness for the End Point Assessment. Provide further supporting evidence/endorsements if required by the assessor
Training Provider	To provide administrative support for the End Point Assessment.

10. Quality Assurance – internal

All Independent Assessment Organisations will be registered on the Register of Apprenticeship Assessment Organisations, and chosen by the employer.

The Independent Assessment Organisation will be responsible for internal quality assurance of the End Point Assessment process. To ensure that assessments are run correctly (in relation to running, marking, standardising and reporting outcomes) it is expected that they will:

- Uphold the rigour of a Level 3 Apprenticeship standard
- Provide training to the assessors in relation to systems and process
- Ensure assessors have the relevant experience and level of qualification
- Undertake sampling of assessments (it is anticipated this would be 40% of assessments undertaken)
- Standardise the assessment decision of assessors and consider external moderation of assessments
- Hold meetings with assessors to provide updates and share good practice at least twice a year
- Seek feedback from employers and training providers as to satisfaction with the service provided
- Meet any requirements set in relation to external QA (see below)

They will also be responsible for undertaking any reporting requirements and provision of information relating to performance and outcomes. They will also report on any concerns identified as to the quality of any on-programme training or assessment practices.

If used, the Level 3 Diploma in Management must sit on the Register of Regulated Qualifications and therefore will be subject to Ofqual regulation.

Any appeals in relation to the outcome of the End Point Assessment will be initially managed by the Independent Assessment Organisation, and escalated to the external quality assurance organisation/group as appropriate.

11. Quality Assurance – external

We are developing a model for External Quality Assurance with BIS and the assessment plan will be updated once these arrangements are confirmed.

12. Implementation

Affordability

The approach presented offers an affordable and scalable solution to assessment for this apprenticeship. The approach is robust and will ensure the best use of management time, ensuring ongoing assessment during the apprenticeship programme, with an End Point Assessment that delivers an effective synoptic assessment at reasonable cost and through a delivery model which minimises time and impact on the apprentice and employer. The End Point Assessment will be delivered primarily through an online solution and through the use of telephone interview. This will mean that Assessment Organisations will be able to respond to the anticipated high volume of demand and across a range of geographical locations. This will ensure that the independent assessor time is maximised, and that employer and apprentices have easy access to the End Point Assessment with little time spent on travel and associated costs.

The cost of the End Point Assessment represents no more than 15% of the total cost of delivering the apprenticeship.

Professional Body Recognition

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.

On completion of the Team Leader/Supervisor Apprenticeship, individuals will be encouraged to undertake ongoing CPD. Further development/progression routes will be available, which include higher level qualifications and professional development.

Consistency

The assessment methods described above are designed to produce assessment outcomes that are consistent and reliable, allowing fair and proper comparison between apprentices employed in different types and sizes of organisations. The processes described in this section are designed to ensure the consistent application of the assessment processes and Standard.

Annex 1

Apprenticeship Standard for Team Leader/Supervisor

Occupation

A team leader/supervisor is a first line management role, with operational/project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. They provide direction, instructions and guidance to ensure the achievement of set goals. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours needed will be the same whatever the role.

Key responsibilities are likely to include 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.

Roles/Occupations may include: Supervisor, Team Leader, Project Officer, Shift Supervisor, Foreperson, and Shift Manager.

Entry Requirements

The entry requirement for this apprenticeship will be decided by each employer, but may typically be five GCSEs at Grade C or higher.

Requirements: Knowledge, Skills and Behaviours

Knowledge	What is required (through formal learning and applied according to business environment)
Interpersonal excellence – managing people and developing relationships	
Leading People	Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.
Managing People	Understand people and team management models, including team dynamics and motivation techniques. Understand HR systems and legal requirements, and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback, and recognising achievement and good behaviour.
Building Relationships	Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. Know how to facilitate cross team working to support delivery of organisational objectives.
Communication	Understand different forms of communication and their application. Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.
Organisational Performance - delivering results	
Operational Management	Understand how organisational strategy is developed. Know how to implement operational/team plans and manage resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.
Project Management	Understand the project lifecycle and roles. Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.
Finance	Understand organisational governance and compliance, and how to deliver Value for Money. Know how to monitor budgets to ensure efficiencies and that costs do not overrun.
Personal Effectiveness – managing self	
Awareness of Self	Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence
Management of	Understand time management techniques and tools, and how to prioritise activities and

Self	approaches to planning
Decision Making	Understand problem solving and decision making techniques, and how to analyse data to support decision making.

Skills	**What is required** (acquired and demonstrated through continuous professional development)

Interpersonal excellence – managing people and developing relationships

Leading People	Able to communicate organisation strategy and team purpose, and adapt style to suit the audience. Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.
Managing People	Able to build a high-performing team by supporting and developing individuals, and motivating them to achieve. Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.
Building Relationships	Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts. Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams. Building relationships with customers and managing these effectively.
Communication	Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.

Organisational Performance – delivering results

Operational Management	Able to communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes. Able to adapt to change, identifying challenges and solutions. Ability to organise, prioritise and allocate work, and effectively use resources. Able to collate and analyse data, and create reports.
Project Management	Able to organise, manage resources and risk, and monitor progress to deliver against the project plan. Ability to use relevant project management tools, and take corrective action to ensure successful project delivery.
Finance	Applying organisational governance and compliance requirements to ensure effective budget controls.

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.
Management of Self	Able to create an effective personal development plan, and use time management techniques to manage workload 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.

Behaviours	**What is required** (developed and exhibited in the workplace)
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations.
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks views of others.
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.
Professionalism	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values

Duration - Typically this apprenticeship will take 12 – 18 months

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

Progression – 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.

Level - Level 3.

Review date - This standard should be reviewed within three years of its approval.