

EPA STANDARD SPECIFICATION



**Level 3 Team Leader/Supervisor
ST0384
Version 1.0 – January 2024**

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1. Qualification information

1.1 About this standard specification

This End-point Assessment (EPA) specification sets out what is required to complete the EPA in Team Leader/Supervisor. The document contains information regarding the planning and delivery of the EPA process and is intended for use by all parties involved in the process.

EPA is an independent assessment of the knowledge, skills and behaviours (KSBs) that have been learnt throughout an apprenticeship.

This document should be used in conjunction with the published assessment plan on the Institute for Apprenticeships and Technical Education (IfATE) website and the EPA Support Pack provided by Gateway Qualifications for this standard.

Gateway Qualifications is a nationally regulated Awarding Organisation that supports education and training providers through its strong relationships, adaptability and expert team.

Key information	
Standard name	Team Leader/Supervisor
Standard reference number	ST0384 v1.2
Assessment plan version	AP03
Level	3
Ofqual QN	610/3721/7
Sector	Business and Administration
Minimum time on-programme with the provider	366 days
EPA duration	Typically 4 months
EPA methods	<ul style="list-style-type: none"> • Presentation with questions and answers • Professional discussion underpinned by a portfolio of evidence
Overall grade	Fail, Pass, Distinction
EQA organisation	Ofqual
Gateway qualification requirements	Level 2 English and Maths

1.2 Purpose

The overall purpose of the EPA is to ensure that the apprentice has met the required level of knowledge, skills and behaviours set by employers and approved by the Institute for Apprenticeships and Technical Education (IFATE).

2. EPA journey

2.1 On-programme requirements

Full-time apprentices will typically spend 12-18 months on-programme (before the EPA Gateway meeting) working towards the occupational standard, with a minimum of 20% off-the-job training.

All apprentices must spend a minimum of 12 months on-programme. In all cases this will be no less than 366 days but may be longer. This will be checked by the provider before the apprentice is submitted for EPA Gateway.

It is recommended that the on-programme phase of the apprenticeship consists of:

- meetings at least every two months (minimum six across the programme of study) with their on-programme assessor/trainer, with progress formally recorded against the standard.
- feedback from line manager, mentor and/or peers.

2.2 EPA Gateway

The EPA period should only start once the employer is satisfied that the apprentice is consistently working at or above the level set out in the occupational standard, that is to say they are deemed to have achieved occupational competence. In making this decision, the employer may take advice from the apprentice's provider, but the decision must ultimately be made solely by the employer.

The employer and provider must confirm that the apprentice is ready to complete the EPA before they can pass through the EPA Gateway, and this will be confirmed at the EPA Gateway meeting and documented on EPA Pro. This notifies Gateway Qualifications that the apprentice is ready for their EPA and the EPA Planning Meeting needs to be organised.

Before the apprentice can enter the EPA Gateway process, the following evidence is required:

- EPA Gateway Meeting Record
- achievement of Level 2 English and Maths
- a completed portfolio of evidence
- Reasonable Adjustments/Special Consideration Request Form where relevant

Apprentices will not be accepted at EPA Gateway if the evidence required is not sufficiently met.

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

Before the apprentice enters the EPA Gateway, they should be comfortable with the assessments they will complete and ready to demonstrate they can achieve the standard of the apprenticeship.

2.3 EPA Planning Meeting

Gateway Qualifications will schedule the EPA Planning Meeting with the apprentice and the employer. The meeting will take place once the EPA Gateway evidence has been accepted and the apprentice has entered the EPA phase of the apprenticeship.

The purpose of the EPA Planning Meeting is to:

- schedule each assessment activity
- identify the requirements of each EPA assessment method
- facilitate the employer's understanding of the EPA process
- answer any questions or concerns the apprentice may have about the EPA process
- aid in the preparation requirements, e.g., arranging access, facilities and resources
- discuss feedback post EPA
- explain certification process upon completion of the apprenticeship
- explain the appeals process
- agree the presentation title

2.4 Assessment overview

The assessment methods for Team Leader/Supervisor EPA consist of the following:

1. Presentation with questions and answers
2. Professional discussion underpinned by a portfolio of evidence

The assessment methods can be delivered in any order.

The result of one assessment method does not need to be known before starting the next.

2.5 Assessment method 1 - Presentation with questions and answers

Assessment Requirements	
Mode of assessment	Presentation with questions and answers <ul style="list-style-type: none"> delivered in a controlled environment
Duration	50 minutes (+10% at the discretion of the IEPA if required) The presentation will typically last for 20 minutes. The questioning will typically last for 30 minutes.
Number of questions	Minimum of five
Grading	Fail/Pass/Distinction
Assessed by	Independent End-point Assessor (IEPA)
Assessment method weighting	50% of the final Apprenticeship grade

The presentation will allow the apprentice to demonstrate the KSBs relating to this assessment method, allowing the IEPA to draw these out and to assess performance against the pass and distinction criteria.

Questions and answers following the presentation must seek to assess KSBs not evidenced through the presentation and/or depth of understanding to assess performance against the pass and distinction criteria.

The presentation should provide a summary of their role as a Team Leader/Supervisor and it should cover what they do and how this is relevant to their role and organisation. It should focus on how they tackle current topics and should cover all KSBs assigned to this assessment method.

The apprentice will be given their presentation title at the EPA Planning Meeting by Gateway Qualifications.

The presentation will be based on one of the following topics:

- Reviewing ways to reduce cost and increase efficiency in a business environment
- Implementing a performance management process within a team or business unit
- Supporting their team through a period of change within their organisation
- Managing a difficult situation within their team

As well as the above topics, Gateway Qualifications can add further topic areas, provided they cover the relevant KSBs and give adequate opportunity for the apprentice to meet the required pass and distinction grading criteria.

Gateway Qualifications will take steps to ensure the apprentice is given a presentation title, that allows the apprentice the opportunity to draw on what they have learnt and experienced during their apprenticeship.

Once the title has been set, the apprentice has two weeks in which to prepare and submit a copy of their presentation. The IEPA will review the submitted presentation materials ahead of the presentation and prepare relevant questions. Gateway Qualifications will then inform the apprentice of the date for the presentation with questions and answers, the presentation will occur within four weeks of the presentation title being set.

Through their presentation and their answers to the subsequent questions the apprentice must demonstrate they have met the grading criteria set out in the EPA assessment plan.

The presentation should cover the following elements:

- Identification of the topic areas being covered within the presentation
- Overview of the activities undertaken relating to the topic area and how these related to their role
- Results of chosen activity and lessons learnt
- What was achieved as a result of the activities

Presentation delivery

A presentation followed by questions and answers will take place between the IEPA and the apprentice.

The presentation and questions will last for 50 minutes plus 10% (at the discretion of the IEPA) if required. The presentation will typically last for 20 minutes and the questioning will typically last for 30 minutes in order to provide scope for the apprentice to demonstrate their full competence. The discretionary additional 10% time can be allocated in any proportion across the presentation and questioning.

A short break of up to 10 minutes may be taken between the presentation and question and answers to enable the IEPA to review the questions they have identified in advance in light of the presentation delivered.

To deliver the presentation, the apprentice will have access to:

- PowerPoint or other slide presentation tool
- Flip chart and writing and drawing materials
- Video
- Computer
- Notes

- Any other requirements as notified to Gateway Qualifications on submission of the presentation

The apprentice may use whatever medium they wish to deliver the presentation, such as a poster, slides or handouts. The presentation will be given in a controlled environment free from distractions – presenting only to the IEPA.

Following the presentation, the IEPA will ask a minimum of five questions, with one question from each of the following KSB groups:

- team building and development
- communication
- organisational culture and strategy
- problem solving
- data analysis.

The purpose of these questions is to confirm the apprentice's understanding of the presentation and how it demonstrates the relevant KSB's. Follow-up questions are allowed to seek clarification.

The IEPA should use their judgement when asking follow-up questions on any aspect that was not clear from the presentation and to allow the apprentice the opportunity to evidence occupational competence at the highest level available unless the apprentice has already achieved the highest grade available.

During this time the apprentice may refer to their presentation or presentation aids when answering questions.

2.6 Assessment method 2 - Professional discussion underpinned by a portfolio of evidence

Assessment Requirements	
Mode of assessment	Professional discussion <ul style="list-style-type: none"> underpinned by a portfolio of evidence
Duration	60 minutes (+10% at the discretion of the IEPA if required)
Number of questions	Six competency-based questions
Grading	Fail/Pass/Distinction
Assessed by	Independent End-point Assessor (IEPA)
Assessment method weighting	50% of the final Apprenticeship grade

This assessment will take the form of a professional discussion which must be appropriately structured to draw out the best of the apprentice's competence and excellence and cover the KSBs assigned to this assessment method. Questioning should assess the KSBs assigned to this assessment method, and the apprentice may use their portfolio of evidence to support their responses.

The IEPA will conduct and assess the professional discussion.

The underpinning portfolio of evidence will have been submitted in line with Gateway Qualifications' requirements at the EPA Gateway and must evidence all of the KSBs mapped to this assessment method. The IEPA can use the contents of the portfolio of evidence to identify discussion areas for the professional discussion.

The portfolio of evidence is not directly assessed. It underpins the professional discussion assessment method and therefore will not be assessed by Gateway Qualifications.

Further requirements for the portfolio of evidence are set out in the EPA Support Pack.

The professional discussion will last for 60 minutes. The IEPA has the discretion to increase the time of the professional discussion by up to 10% to allow the apprentice to complete their last answer. Further time may be granted for apprentices with specific needs, in accordance with Gateway Qualifications' Reasonable Adjustments Policy.

The professional discussion will be conducted as follows:

- The professional discussion is a two-way conversation between the apprentice and an IEPA
- The professional discussion must be appropriately structured to draw out the best of the apprentice's competence and excellence

The IEPA will select six competency-based questions to prompt discussions from a bank of competency-based questions provided by Gateway Qualifications. The IEPA may ask further questions for clarification purposes and to allow the apprentice the opportunity to cover the KSBs mapped to this assessment method. However, these questions must also be open and must not lead the apprentice.

The apprentice and the IEPA will have access to their own copies of the portfolio of evidence throughout the professional discussion and both can refer to it as needed. The IEPA will make notes of evidence/answers provided by the apprentice.

The IEPA will make all grading decisions.

2.7 Grading requirements

The Team Leader/Supervisor apprenticeship standard is graded fail, pass or distinction, with the final grade based on the apprentice's combined performance in each of the assessment methods.

To achieve a pass overall, the apprentice must achieve a pass in all assessment methods by meeting all the pass descriptors. To achieve a distinction overall, the apprentice must achieve a distinction in all assessment methods by meeting all the distinction descriptors.

Failure of any component of the EPA will result in an overall failure of the EPA and the apprenticeship.

Grades from individual assessment methods should be combined in the following way to determine the grade of the EPA as a whole:

Assessment method 1 - Presentation with questions and answers	Assessment method 2 - Professional discussion underpinned by a portfolio of evidence	Overall grade
Fail	Fail	Fail
Fail	Pass	Fail
Fail	Distinction	Fail
Pass	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Fail	Fail
Distinction	Pass	Pass
Distinction	Distinction	Distinction

3. Results notification and enquiries about results

Gateway Qualifications will send the statement of results notification to the apprentice, employer and provider by email. Results notification will take place once all assessments have been completed. The statement of results will detail the grade for each assessment method and the overall grade of the apprenticeship.

Results will be available for employers and providers on EPA Pro.

For a pass/distinction grade, an internal record of achievement is shared with the apprentice and employer. This is not the official apprenticeship certificate.

For a fail grade, the results notification will include details regarding the next steps.

Where an apprentice is not satisfied with the results of their EPA the employer, apprentice or training provider can enquire about the results.

Should an apprentice, employer or provider wish to submit a formal appeal about an assessment decision, please refer to Gateway Qualifications Appeals Policy and procedure.

4. Re-sits and re-takes

Apprentices who fail one or more assessment methods will be offered the opportunity to re-sit or a re-take and assessment method. A re-sit does not require further learning, whereas a re-take does.

Apprentices should have a supportive action plan in place to prepare for the re-sit or re-take. The apprentice's employer will need to agree that either a re-sit or a re-take is an appropriate course of action.

An apprentice who fails an assessment method, and therefore the EPA in the first instance, will be required to re-sit or re-take any failed assessment method only.

Any assessment method re-sit or re-take must be taken within three months of the fail notification, otherwise the entire EPA must be taken again, unless in the opinion of Gateway Qualifications exceptional circumstances apply outside the control of the apprentice or their employer.

Re-sits and re-takes are not offered to apprentices wishing to move from pass to distinction.

Where any assessment method must be resat or retaken, the apprentice will be awarded a maximum EPA grade of pass, unless Gateway Qualifications determines there are exceptional circumstances requiring a re-sit or re-take.

5. Access Arrangements, Reasonable Adjustments and Special Considerations

Gateway Qualifications understands its requirement as an Awarding Organisation to make access arrangements and reasonable adjustments for learners with a disability (in accordance with the Equality Act 2010) in order that they are not at a substantial disadvantage in comparison to someone who does not have a disability. Further information is provided in the Gateway Qualifications' [Reasonable Adjustment and Special Consideration Policy](#).

A reasonable adjustment is unique to an individual and should reflect their normal way of working.

Apprentices should be fully involved in any decisions about adjustments/adaptations.

The Gateway Qualifications' [Reasonable Adjustments Form](#) must be completed and submitted to apply for approval. Applications for reasonable adjustments should ideally be submitted to Gateway Qualifications when the learner is registered on EPA Pro but no later than EPA Gateway submission.

Special Considerations

A special consideration is consideration to be given to a learner who has temporarily experienced an illness or injury, or some other event outside of the learner's control, which has had, or is reasonably likely to have materially affected the learner's ability to: (a) take an assessment, or (b) demonstrate his or her level of attainment in an assessment." (From Ofqual, General Conditions of Recognition)

Apprentices and Employers should always aim to reschedule an assessment in the first instance. Applying a special consideration should be a last resort and must not compromise the integrity of an assessment or the reliability and validity of its outcome.

The Gateway Qualifications' [Special Consideration Request Form](#) must be completed and submitted for approval. Requests for special considerations should be submitted no later than ten working days before the assessment or as soon as possible after the assessment but no later than five working days after the assessment.

Appendix 1 – KSBs from the Assessment Plan

Assessment method 1: Presentation with questions and answers

Knowledge

K1 Leading People:

K1.1 Understand different leadership styles and the benefits of coaching to support people and improve performance.

K1.2 Understand organisational cultures, equality, diversity and inclusion.

K3 Building Relationships:

K3.1 Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict.

K3.2 Know how to facilitate cross team working to support delivery of organisational objectives.

K4 Communication:

K4.1 Understand different forms of communication and their application.

K4.2 Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.

K5 Operational Management:

K5.1 Understand how organisational strategy is developed.

K5.2 Know how to implement operational/team plans and manage resources and approaches to managing change within the team.

K5.3 Understand data management, and the use of different technologies in business.

K10 Decision Making:

K10.1 Understand problem solving and decision making techniques.

K10.2 Understand how to analyse data to support decision making.

Skills

S1 Leading People:

S1.1 Able to communicate organisation strategy and team purpose, and adapt style to suit the audience.

S1.2 Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.

S3 Building Relationships:

S3.3 Building relationships with customers and managing these effectively.

S4 Communication:

S4.1 Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management.

S5 Operational Management:

S5.1 Able to communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes.

S5.2 Able to adapt to change, identify challenges and solutions.

S5.3 Ability to organise, prioritise and allocate work, and effectively use resources.

S5.4 Able to collate and analyse data and create reports.

S10 Decision Making:

S10.1 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

B1 Takes Responsibility:

B1.1 Drive to achieve in all aspects of work.

B1.2 Demonstrates resilience and accountability.

B1.3 Determination when managing difficult situations.

B3 Agile:

B3.1 Flexible to the needs of the organisation

B3.2 Is creative, innovative and enterprising when seeking solutions to business needs.

B3.3 Positive and adaptable, responds well to feedback and need for change

Assessment method 2: Professional discussion underpinned by a portfolio of evidence

Knowledge

K2 Managing People:

K2.1 Understanding people and team management models, including team dynamics and motivation techniques.

K2.2 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.

K6 Project Management:

K6.1 Understand the project life cycle and roles.

K6.2 Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.

K7 Finance:

K7.1 Understand organisational governance and compliance, and how to deliver value for money.

K7.2 Know how to monitor budgets to ensure efficiencies and that costs do not overrun.

K8 Awareness of Self:

K8.1 Know how to be self-aware and understand unconscious bias and inclusivity.

K8.2 Understand learning styles, feedback mechanisms and how to use emotional intelligence.

K9 Management of Self:

K9.1 Understand time management techniques and tools, and how to prioritise activities and approaches.

Skills

S2 Managing People:

S2.1 Able to build a high-performing team by supporting and developing individuals, and motivating them to achieve.

S2.2 Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.

S3 Building Relationships:

S3.1 Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts.

S3.2 Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams.

S4 Communication:

S4.2 Use of active listening and provision of constructive feedback.

S6 Project Management:

S6.1 Able to organise, manage resources and risk, and monitor progress to deliver against the project plan.

S6.2 Ability to use relevant project management tools and take corrective action to ensure successful project delivery.

S7 Finance:

S7.1 Applying organisational governance and compliance requirements to ensure effective budget controls.

S8 Self-Awareness:

S8.1 Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.

S9 Management of Self:

S9.1 Able to create and effective personal development plan, and use time management techniques to manage workload and pressure.

Behaviours

B2 Inclusive:

B2.1 Open, approachable, authentic, and able to build trust with others.

B2.2 Seeks views of others.

B4 Professionalism:

B4.1 Sets and examples, and is fair, consistent and impartial.

B4.2 Open and honest.

B4.3 Operates within organisational values.

Appendix 2 – Grade descriptors

Assessment method 1: Presentation with question and answers

KSBs Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the pass criteria		
Team Building and Development K1.1 K3.2 S1.2 S5.3 B1.1	<p>Explain how they use knowledge of leadership styles and facilitation of cross team working, to develop their team and individuals and improve performance and how this helps them to drive their team to meet their objectives. (K1.1, K3.2, B1.1)</p> <p>Demonstrates how they support the development of the team and manage change to deliver organisational objectives, through coaching, role modelling and the use of resources and prioritising work allocation. (S1.2, S5.3)</p> <p>Adapt their approach where required, to accommodate specific needs of individual team members. (S1.2)</p>	<p>Analyse the effectiveness of appropriate academic theories and models and incorporates them appropriately in their approach to leadership and team building. (K1.1, S1.2)</p>

KSBs Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Communication K4.1 K4.2 S3.3 S4.1	<p>Select appropriate communication manner and medium to build and manage an effective relationship with customers and adapt their approach to suit their audience. (K4.1, S3.3)</p> <p>Describes, with examples, how they have chaired meetings, when they have presented to team/management, and how they facilitated the contributions of others. (S4.1)</p> <p>Explains how to approach challenging conversations, how to raise concerns and how to provide constructive feedback. (K4.2)</p>	<p>Evaluates how they build rapport with their audience, including customers and how this can be negatively and positively impacted on by the different communication approaches and styles (e.g. verbal, non-verbal, written, visual and digital/electronic). K4.1, S3.3)</p> <p>Regulate the flow of conversations in the meetings they lead and compensate for both dominant and quiet voices to be heard equally. (K4.2, S4.1)</p>
Communication K4.1 K4.2 S3.3 S4.1	<p>Select appropriate communication manner and medium to build and manage an effective relationship with customers and adapt their approach to suit their audience. (K4.1, S3.3)</p> <p>Describes, with examples, how they have chaired meetings, when they have presented to team/management, and how they facilitated the contributions of others. (S4.1)</p> <p>Explains how to approach challenging conversations, how to raise concerns and how to provide constructive feedback. (K4.2)</p>	<p>Evaluates how they build rapport with their audience, including customers and how this can be negatively and positively impacted on by the different communication approaches and styles (e.g. verbal, non-verbal, written, visual and digital/electronic). K4.1, S3.3)</p> <p>Regulate the flow of conversations in the meetings they lead and compensate for both dominant and quiet voices to be heard equally. (K4.2, S4.1)</p>

KSBs Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Organisational Culture & Strategy K1.2 K5.1 S1.1 S5.1 B3.1	<p>Explains the importance of an organisational culture, what it is influenced and informed by, and its responsibility to equality, diversity and inclusion. (K1.2)</p> <p>Describe how an organisational strategy is arrived at, and how both the strategy and culture are cascaded through an organisation, how they remain flexible in delivering it and how targets are achieved, and outcomes monitored. (B3.1, K5.1, S1.1, S5.1)</p>	<p>Analyses how culture can affect individuals in different ways and how different cultures can impact on team working and strategy. (K1.2, S5.1)</p> <p>Explains the impact their communication of operational plans has had on the deliverable actions for their team, and the steps they then took to mitigate any adverse effects arising from this communication. (K5.1, B3.1)</p>

KSBs Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
<p>Problem Solving K3.1 K5.2 K10.1 S5.2 S10.1 B1.2 B1.3 B3.2 B3.3</p>	<p>Applies problem solving and decision making techniques. Explains how they take a positive and adaptative approach to change within their organisation, describing when they have shown accountability for personal and team objectives and resilience in challenging situations and an ability to adapt both their approach and that of their team, to operational change and challenges within their organisation, escalating issues when required. (K10.1, S5.2, S10.1, B1.2)</p> <p>Presents strategies to implement operational and/or team plans and manage resources. Identifies challenges and responds to feedback from their team and others to positively and proactively make business and delivery decisions, adapting plans and managing change to identify solutions.(K5.2, B3.3)</p> <p>Explains approaches taken to manage stakeholder and customer relationships which makes reference to emotional intelligence and conflict management techniques. (K3.1, B1.3)</p> <p>Describes how they work creatively, innovatively and are enterprising when seeking solutions to business needs. (B3.2)</p>	<p>Analyses the successes and learning points from a period of change their organisation has experienced, and describes how the team leader’s role enables their team to clearly understand success criteria. (K3.1, S5.2, B3.2, B3.3)</p>
<p>Data Analysis K5.3 K10.2 S5.4</p>	<p>Use data, including collection, management and analysis, to create reports which support their decision making. (K5.3, K10.2, S5.4)</p>	<p>Evaluates how their analysis and management of either qualitative or quantitative data or different technologies has led, or will lead, to improved quality, efficiency or productivity within their organisation. (K.5.3, K10.2, S5.4)</p>

Assessment method 2: Professional Discussion underpinned by a portfolio of evidence

KSBs Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the pass criteria		
<p>Building a high performance team K2.1 K8.2 S2.1 S2.2 S3.1 S3.2 S4.2 B2.1 B4.1</p>	<p>Describes how they developed a high performing and motivated team by setting a fair, consistent and impartial example; setting, monitoring and supporting operational and personal objectives; building trust and using their understanding of team dynamics, management models, emotional intelligence, active listening and learning styles; and leading by example. (K2.1, K8.2, S2.1, S2.2, B4.1)</p> <p>Describes, with examples, when they have shared good practice with, and provided direction and constructive feedback to, their team (and more widely), including how they actively listened and were fair, consistent and impartial in their approach (S3.2, S4.2, B2.1)</p> <p>Explains how they have built trust within and across the team, managed conflict and demonstrated effective influencing and negotiation skills. (S3.1)</p>	<p>Evaluates motivational practices and their benefits and drawbacks (e.g. recognition, reward, enrichment, consultation) and deploys them in their approach to team building. (K2.1, S2.1)</p> <p>Evaluates the principles of active listening and their benefits and deploys them appropriately in their approach to team management. (S4.2)</p>

KSBs Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Project Management K6.1 K6.2 S6.1 S6.2	<p>Explains the project lifecycle and how they have employed relevant project management tools to deliver a project against targets, taking effective actions to monitor and manage resources, risks and budget. (K6.1, K6.2, S6.1)</p> <p>Monitors performance and takes appropriate and timely corrective action as required to support a successful project outcome. (S6.2)</p>	<p>Evaluates how they have adapted known project management tools and approaches to suit the needs of their organisation. (S6.2)</p>
Organisation Governance K2.2 K7.1 K7.2 S7.1 B4.3	<p>Explains their application of organisational governance, compliance and performance management techniques to deliver value for money, and monitor budgets to ensure costs do not overrun. (K2.2, K7.1, K7.2, S7.1)</p> <p>Describes how they operate within their organisation's values (B4.3)</p>	<p>Evaluates the importance of organisational governance and compliance from a corporate, legal and budgetary standpoint, and describes how appropriate governance and HR practices can positively impact their team and the wider organisation. (K2.2, S7.1, B4.3)</p>
Managing Self K8.1 S8.1 K9.1 S9.1 B2.2 B4.2	<p>Explains what the implications of unconscious bias are, and the approaches they take to promote inclusivity within their workplace. (K8.1)</p> <p>Describes how they are open and honest in their approach to planning, time management and managing themselves and others, and how they reflect upon, seek and apply feedback on their own performance when creating their personal development plan, and managing their work and performance (K9.1, S8.1, S9.1, B2.2, B4.2)</p>	<p>Describes how they have used known management tools and theories to improve to their performance based upon feedback received. (S8.1)</p>



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