TEAM LEADING (HAULAGE)
LEVEL 3 APPRENTICESHIP

Introduction

A team leader/supervisor in the haulage sector is a first line management role, with operational 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.

Your role will require you to take the Operators CPC and to embed your knowledge within your company role.

Entry Requirements

People applying for this role will need to be in a job role that has responsibility for people and projects but without the necessary experience to undertake the role straight away with experience of the haulage industry.

Applicants will typically have already achieved English and maths at GCSE grade C or equivalent and should hold a Level 2 business related qualification or have at least two years' experience in a haulage environment.

Functional Skills

It is anticipated that functional skills will not be required due to the entry criteria but should this need to be undertaken Functional Skills Level 2 in English and maths will need to be achieved on the apprenticeship.

Development of further English and maths skills will continue for the whole of the apprenticeship even if the functional skills are achieved before the end of the programme.

Duration

This apprenticeship is expected to last up to 18 months but can be less depending on ability and previous skills and knowledge.

Progression

On successful 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.

Progression on to higher level apprenticeships are available in Associate Project Management at Level 4 and Operational/Departmental Manager at Level 5.

Funding

This apprenticeship is in funding band 7. Levy paying employers may fund apprentices on this programme from their Apprenticeship Account and non-levy paying SMEs through the co-funded option. There may be a small fee for some SME's.

This apprenticeship standard is set at Level 3.

TIMELINE

Pre Sign-Up
- Review workplace duties and management responsibilities
- Initial assessment test Bksb
- Induction and sign-up paperwork completed
- Discuss taught sessions and identify most appropriate ones relevant to job role.

Month 1
Self Awareness
- Personal SWOT
- Personal Development Planning
- SMART Objectives
- Emotional Intelligence
- Unconscious bias and inclusivity
- Learning Styles – Honey and Mumford
- Leadership Styles

'O' CPC Topic:
- Civil Law.

Month 2
Operational Management 1
- PESTLE Analysis
- Internal capability in Organisations
- Resource Planning
- Root Cause Analysis
- Gathering and analysing Information
- Brainstorming

'O' CPC Topic:
- Commercial Law.

Milestone 1
- BKSB diagnostic for both maths and English completed
- Initial skill assessment of management knowledge and experience
- First skills review to check skills, knowledge and behaviour progress.

Month 3
Operational Management 1
- Decision Making Tools
- Planning Change – logic diagrams and Gantt Charts
- Implementing and communicating Change

'O' CPC Topic:
- Social Law

Month 4
Leading People 1
- Leadership theories
- Leadership Styles
- Differences between coaching, mentoring and training
- Coaching Models

'O' CPC Topic:
- Fiscal Law

Month 5
Leading People 2
- Structure of a 1:1 Training session
- Organisational Culture
- Equality, Diversity and Inclusion

'O' CPC Topic:
- Business and financial management of the undertaking.

Month 6
Communications
- Advantages and disadvantages of different communication methods
- Transactional Analysis
- Active Listening
- Delivering constructive feedback
- NLP principles

'O' CPC Topic:
- Access to the market.

Month 7
Managing People 1
- Groups and Teams
- Belbin's Team roles
- Collaborating between teams
- Building rapport and trust
- Motivational Theories – Maslow, Hertzberg, McGregor

'O' CPC Topic:
- Road Safety.

Milestone 2
- Sit and pass the first Functional Skill at Level 2 (if required)
- Second skills review to check skills, knowledge and behaviour progress.

Month 8
Managing People 2
- Conducting effective Appraisal meetings
- Questioning Techniques
- Managing Performance
- Feedback Models
- Time Management tools and techniques

'O' CPC Topics:
- Review 1-2.

Month 9
Project Management
- Key stages in Project Life Cycle
- Project key documentation
- Tools and techniques – PERT diagrams, Plan on a Page, RACI Matrix
- Monitoring Tools

'O' CPC Topics:
- Review 2-4.

Month 10
Building Relationships
- Stakeholder Analysis
- Mendelow Matrix, Eden and
- Ackerman mapping analyses
- Negotiation Styles
- Influencing tactics
- Conflict Management

'O' CPC Topics:
- Review 5-6.

Month 11
Finance
- Governance and compliance processes
- Value of money
- Setting realistic budgets
- Contingency plans
- Monitoring budgets

Milestone 3
- Sit and pass the second Functional Skill at Level 2 (if required).

Month 12
- Mock knowledge test
- Revisit development plan
- Revisit operational management
- Reflection on conducting appraisals.

'O' CPC:
- 5 Day training course
- Multiple choice test
- 3 Day training course
- Case study.

Month 13
- Incident reporting
- Completion of actions including portfolio building and CPD log
- Revisit project management
- Emotional intelligence.

Month 14
- Completion of actions including portfolio building and CPD log
- Revisit operational management
- Revisit development plan
- Mock tests.

Milestone 4
- Third skills review to check skills, knowledge and behaviour progress
- Reflect on management skills; confident leading the team, building positive relationships, and own personal development.

Month 15
Completion of actions including portfolio building and CPD log
- Competency-based interviews
- Chairing meetings.

Month 16

- Practice competency-based interviews
- Reflect on session and complete CPD log
- Professional discussion - part 1.

'O' CPC:
- Re-sit opportunity for multiple choice and/or case study.

Month 17

- Practice professional discussion.
- Reflect on session
- Complete CPD log
- Professional discussion - part 2.

Month 18

- Review EPA work and identify any final actions
- Complete any final actions
- Portfolio consolidation.

Milestone 5

- EPA discussion between the employer/apprentice and College to confirm proceeding to EPA
- Book EPA.

Knowledge and understanding (Know it)

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.

Operational management
- 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.

Awareness of self
- Know how to be selfaware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence.

Management of self
- Understand time management techniques and tools, and how to prioritise activities and approaches to planning. Decision making - Understand problem solving and decision making techniques, and how to analyse data to support decision making.

Skills (Show it)

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 highperforming 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.

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.

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 (Live it)

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 and manages resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.

END TEST CRITERIA

Readiness for the Independent End Assessment

Quarterly milestone meetings will allow the employer, apprentice and training provider to keep track of progress and will be a good indicator of when the apprentice is ready for their end point assessment. A mock end point test or completed portfolio of evidence may also help.

Apprentices must have completed their Operators CPC before progressing to the end point assessment.

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End Assessment

The end point assessment will comprise of the following two methods.

• Knowledge test

• A portfolio

• Structured competency based interview

• Professional discussion.

Subject Specific Assessments

(e.g. Practical observation, on demand test, professional discussion etc.)

Marks will be allocated across the areas being assessed, with a maximum possible mark of 100.

The grades will be awarded on the following marks:

• Distinction 70+

• Merit 60+

• Pass 50+

• Fail Less than 50.

For more information
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