

# Level 3 Retail Team Leader

EPA-Kit

## Delivering the Standard

- Financial
- Communication
- Merchandising
- Stock
- Developing Self and Others
- Team Performance
- Legal and Governance
- Diversity
- Business Project
- Professional Discussion

# The Retail Team Leader Apprenticeship Standard

The following pages contain the Retail Team Leader Apprenticeship Standard and the assessment criteria in a suggested format that is suitable for delivery.

Financial		
Knowledge	Skills	Behaviour
Understand how own actions and those of the team can contribute to the overall financial performance of the business by increasing sales e.g. through product positioning, and minimising costs through effective stock control and prevention of theft	Support the achievement of financial targets by planning and monitoring resources. Use resources effectively and efficiently to meet expected demand. Oversee the areas that impact on financial performance in own area of the business in line with business procedures	Demonstrate commercial awareness and act responsibly and with integrity to protect the financial position of the business
On-Demand Test		
<i>Criteria covered in on-demand test</i>		
FN1	Principles of establishing, monitoring and reviewing sales targets	
FN2	<b>Key costs</b> for a retail team, including fixed and variable, stock, staff and overheads	
FN3	<b>Turnover, gross and net profit</b>	
FN4	Ways to minimise costs and wastage	
FN5	VAT	
Amplification and Guidance		
<ul style="list-style-type: none"> <li>• <b>Key costs</b> <ul style="list-style-type: none"> <li>○ stock, cost of the premises, equipment, staff wages, promotional materials, tax</li> </ul> </li> <li>• <b>Turnover, gross and net profit</b> <ul style="list-style-type: none"> <li>○ definitions</li> </ul> </li> </ul>		

Communication		
Knowledge	Skills	Behaviour
Understand how to support effective communication, quickly determining the situation and needs of individuals and how to respond in the most appropriate way using a variety of techniques and methods, for example face to face and/or remotely to include on-line	<b>Adapt style of communication</b> according to the audience, monitor the effectiveness of and encourage excellent communications across all operations that achieve the best result for the business including verbal, written and on-line communications	Demonstrate positive verbal and body language using concise and clear methods of communication, taking on board other peoples' points of view and responding in a way that is considerate to the audience
On-Demand Test		
<i>Criteria covered in on-demand test</i>		
CO1	The <b>variety of methods of communication</b> available and how to use these effectively depending on the situation and audience	
CO2	Verbal/non-verbal/written, face to face, on-line, via telephone, brand standard/corporate image	
CO3	How to establish the needs of individuals (team members and customers)	
CO4	<b>Principles of active listening</b>	
CO5	The importance of <b>feedback</b>	
Amplification and Guidance		
<ul style="list-style-type: none"> <li>• <b>Variety of methods of communication</b> <ul style="list-style-type: none"> <li>○ for example, face to face, remote, spoken, written, manual, electronic methods, non-verbal, <b>feedback</b></li> </ul> </li> <li>• <b>Principles of active listening</b> <ul style="list-style-type: none"> <li>○ for example, physical attention, paraphrasing, reflecting, clarifying, encouraging, medal mission medal</li> </ul> </li> <li>• <b>Adapt style of communication</b> <ul style="list-style-type: none"> <li>○ For different situations</li> </ul> </li> </ul>		

<b>Merchandising</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Behaviour</b>
Know methods of merchandising throughout the retail operation, including point of sale, the retail calendar and local needs e.g. geographical, topical or weather based	Ensure team replenish and maintain merchandising according to business requirements, the retail calendar and local needs e.g. geographical, topical or weather based	Communicate and encourage the merchandising principles, standards and commerciality to the team
<b>On-Demand Test</b>		
<i>Criteria covered in on-demand test</i>		
ME1 <b>Key principles of the retail calendar</b>		
ME2 <b>Principles of merchandising</b>		
ME3 How local needs can influence merchandising		
ME4 The importance of following merchandising plans		
<b>Amplification and Guidance</b>		
<ul style="list-style-type: none"> <li>• <b>Key principles of the retail calendar</b> <ul style="list-style-type: none"> <li>○ Key dates, busier times of the year depending on the type of retail business</li> </ul> </li>   <li>• <b>Principles of merchandising</b> <ul style="list-style-type: none"> <li>○ for example, less is more, pyramid principle, odd rather than even, repetition, floor plans, displays of stock</li> </ul> </li> </ul>		

<b>Stock</b>		
Knowledge	Skills	Behaviour
Understand the principles of stock control from sourcing to sale/supply. Understand the management of stock levels, security, restrictions (e.g. age restricted products), wastage and effective systems for recording them	Ensure team complies with stock procedures to minimise stock damage or loss, maximise income and comply with legal requirements; and take appropriate action to sell stock that is near the end of its product, promotional or shelf life	Take a proactive approach and lead the team to effective stock management, ensuring stock is accessible and available in line with quality requirements, where and when needed
<b>On-Demand Test</b>		
<i>Criteria covered in on-demand test</i>		
ST1	The <b>principles of stock control</b>	
ST2	The stock journey, from supply to sale	
ST3	Why storage conditions are important for effective stock control	
ST4	How to manage <b>stock levels</b>	
ST5	<b>Legal requirements</b> relating to stock control, movement and sale (e.g. age restricted, fireworks)	
<b>Amplification and Guidance</b>		
<ul style="list-style-type: none"> <li>• <b>Principles of stock control</b> <ul style="list-style-type: none"> <li>○ for example, rotation of stock, space, security, sell-by and best-before dates, frequency of use etc</li> </ul> </li>   <li>• <b>Stock Levels</b> <ul style="list-style-type: none"> <li>○ efficient management</li> <li>○ returned stock</li> </ul> </li>   <li>• <b>Legal requirements</b> <ul style="list-style-type: none"> <li>○ for example, age restricted, fireworks, solvents</li> </ul> </li> </ul>		

<b>Developing Self and Others</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Behaviour</b>
Understand the knowledge, skills and behaviours required of self and others to develop a high performing team in the business. Understand team dynamics and the importance of enabling team members to appreciate their role in the wider organisation and in meeting business objectives	Plan, organise, prioritise and oversee own and team members' activities, supporting their induction, training, development and coaching, and delegating tasks fairly and appropriately to meet business objectives	Take responsibility for own performance, learning and development. Develop positive relationships with team members, embracing new and better ways of working
<b>On-Demand Test</b>		
<b><i>Criteria covered in on-demand test</i></b>		
DS1	Team dynamics	
DS2	Performance reviews, SMART planning and target setting to meet team and individual objectives in personal development plans	
DS3	Motivation and monitoring of team members to achieve objectives	

Team Performance		
Knowledge	Skills	Behaviour
Know how to identify and develop excellent team performance. Understand how the performance of the team contributes to the overall success of the business	Lead the team on a daily basis, setting targets and reviewing progress against them. Motivate team members, provide coaching and on job training. Identify conflict within the team and work to resolve this with support from others	Positively and confidently challenge poor performance and reward excellent performance in line with business procedures
On-Demand Test		
<i>Criteria covered in on-demand test</i>		
TE1	Benefits of team building	
TE2	Identification and <b>resolution of conflict</b> within a team	
Amplification and Guidance		
<ul style="list-style-type: none"> <li>• <b>Resolution of conflict</b> <ul style="list-style-type: none"> <li>○ for example, negotiation skills, active listening, showing empathy, mediation</li> </ul> </li> </ul>		



<b>Legal and Governance</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Behaviour</b>
Understand the importance of business compliance to legal requirements and supporting the team to operate in line with business policy and procedures	Ensure self and team always comply with legal requirements, respond quickly to identified risks and ensure they are dealt with in line with business procedures and reported to the appropriate member(s) of the management team	Be responsible, advocate and adhere to the importance of working legally in the best interests of all people
<b>On-Demand Test</b>		
<b>Criteria covered in on-demand test</b>		
LG1	Legal requirements relating to a range of retail operations	
LG2	Health and safety supervision and risk analysis	
<b>Amplification and Guidance</b>		
<ul style="list-style-type: none"> <li>• <b>Legal requirements</b> <ul style="list-style-type: none"> <li>○ Sale of goods</li> <li>○ Food safety</li> <li>○ Fire Safety</li> <li>○ Trading standards</li> <li>○ Employment law</li> <li>○ Health and Safety and management of Health and safety</li> <li>○ Risk assessments</li> <li>○ RIDDOR</li> <li>○ GDPR</li> <li>○ Licensing</li> <li>○ Consumer Rights</li> </ul> </li> </ul>		

<b>Diversity</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Behaviour</b>
Understand how to work with and support people from a wide range of backgrounds and cultures and the business policy on <b>diversity</b>	Ensure team members are aware of and follow business policies relating to diversity. Make reasonable adjustments as required for customers or team members	Operate in an empathic, fair and professional manner with all individuals regardless of background and circumstances
<b>On-Demand Test</b>		
<i>Criteria covered in on-demand test</i>		
D11	<b>The range of cultures, characteristics and individual requirements</b> that can affect team members and customers and how and why these may affect the operations/products in a retail environment	
<b>Amplification and Guidance</b>		
<ul style="list-style-type: none"> <li>• <b>The range of cultures, characteristics and individual requirements</b> <ul style="list-style-type: none"> <li>○ Advantages</li> </ul> </li> <li>• <b>Diversity</b> <ul style="list-style-type: none"> <li>○ definition</li> </ul> </li> </ul>		

<b>Business Project</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Behaviour</b>
Understand the purpose of the business including its vision, objectives and brand / business standards, how they compare to its competitors and how own role, and the team, help to achieve them	Work with the team to maintain brand / business standards at all times and identify and address any potential risks according to business procedures	Demonstrate personal responsibility for meeting the objectives of the team and the business
<b>Knowledge</b>	<b>Skills</b>	<b>Behaviour</b>
Understand the factors which can determine and affect sales and promotions throughout the retail year and how to coordinate and implement them to support business objectives	Communicate sales targets to the team and support them, recognising and acting on opportunities to maximise revenue, for example through link selling and drawing customers' attention to promotional offers	Proactive in looking for cost effective sales opportunities and ways to enhance revenue
<b>To pass, the following must be evidenced</b>		<b>To gain a distinction, the following must be evidenced</b>
BP1 Give a general introduction and background to department, team or area of work, including how this relates to the rest of the business unit (if applicable)	BP2 Outline the problem, challenge or opportunity identified	BP3 State the aims and objectives of the project
BP3 State the aims and objectives of the project	BP4 Identify how the potential changes would lead to measurable improvements and benefits to the department, team or area of working	BP4 Identify how the potential changes would lead to measurable improvements and benefits to the department, team or area of working
BP4 Identify how the potential changes would lead to measurable improvements and benefits to the department, team or area of working	BP5 Consult relevant stakeholders (e.g. customers, team members, managers) to inform the results and recommendations	BP5 Consult relevant stakeholders (e.g. customers, team members, managers) to inform the results and recommendations
BP5 Consult relevant stakeholders (e.g. customers, team members, managers) to inform the results and recommendations	BP6 Provide an indication of costs associated with the proposed recommendations	BP6 Provide an indication of costs associated with the proposed recommendations
BP6 Provide an indication of costs associated with the proposed recommendations	BP11 Give a detailed introduction and background of the department, team or working area wider business unit (e.g. other departments, head office, local community/customer profile)	BP12 Outline the current situation which has led to the identification of a challenge or opportunity
	BP12 Outline the current situation which has led to the identification of a challenge or opportunity	BP13 Provide detailed aims and objectives for the project, linking to the current situation
	BP13 Provide detailed aims and objectives for the project, linking to the current situation	BP14 Identification of measurable improvements and benefits to the organisation
	BP14 Identification of measurable improvements and benefits to the organisation	BP15 Provide evidence of wide consultation and show how responses have been included in the recommendation
	BP15 Provide evidence of wide consultation and show how responses have been included in the recommendation	BP16 Review the project to ensure it meets organisational and legal requirements
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BP7	Identify applicable legislation and ensure the proposal complies where necessary	BP17	Show a range of qualitative and quantitative research has been used effectively
BP8	Provide research methodology to demonstrate a logical, coherent approach	BP18	Detailed recommendations for implementation
BP9	Make clear recommendations for implementation	BP19	Detailed validation and justification of recommendations
BP10	Concise validation and justification of recommendation	BP20	Proposed timeframes for implementation

## Professional Discussion

To pass, the following must be evidenced	To gain a distinction, the following must be evidenced
<p>PD1 Clearly articulate examples from the workplace relevant to evidencing competence across the standard</p> <p>PD2 Explain why it is essential to instil the importance of following procedures to staff</p> <p>PD3 Provide examples of how staff are managed effectively, including motivation and development of teams and individual staff members</p> <p>PD4 Provide an overview of how the retail operation meets the needs of the business</p> <p>PD5 Provide reasoned examples of how the operation operates efficiently</p> <p>PD6 Explain the importance of keeping up to date with current industry trends and provide examples of how this has been achieved</p> <p>PD7 Provide evidence to show they have been part of the budgeting and cost control in the organisation</p> <p>PD8 Describe how the retail operation meets legislative and regulatory needs</p> <p>PD9 Provide an effective evaluation of own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated</p> <p>PD10 Demonstrate how feedback has been sought from managers and customers and how this has been effectively dealt with</p>	<p>PD11 Explains how effective retail management and contingency planning have been developed and implemented and how this has decreased vehicle down time and increased overall departmental performance</p> <p>PD12 Describe how recommendations for the improvement of quality, cost, value or efficiency have been made and implemented in the organisation</p> <p>PD13 Demonstrates staff engagement, motivation, performance management and how this has led to increased performance</p> <p>PD14 Demonstrate how a proactive approach to risk management has been implemented, including proactively educating and monitoring staff on health and safety and risk matters beyond the legislative minimum</p> <p>PD15 Provide examples of when improvement activities have been actively sought to develop own performance to raise standards in sales, promotions, team performance and customer service</p> <p>PD16 Provides mentorship to team members with measurable improvements to the performance of individuals and the team</p> <p>PD17 Proactively invite feedback from all stakeholders and use this to develop and implement measurable improvements in performance of self and team</p>