

Team Leader/Supervisor Comparison AP03 to AP02

The following table shows how the criteria from the updated assessment plan, AP03, compare with the previous assessment plan, AP02, and the areas of the standard.

AP03 topic area	AP03 criteria – Assessment Plan and Highfield EPA kit	AP02 criteria – Highfield EPA Kit	Standard area(s)
Team Building and Development	Presentation pass criteria 1 from AP03. TB1 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 K1.2 K3.2 B11.1	Leading People Building Relationships Operational Management
	Presentation Pass criteria 2 from AP03. TB2 Demonstrate how they support the development of the team and manage change to deliver organisational objectives, through coaching and role modelling TB3 Demonstrate how they support the development of the team and manage change to deliver organisational objectives, through the use of resources and prioritising work allocation	S1.3 S1.4 S5.4	
	Presentation Pass Criteria 3 from AP03. TB4 Adapt their approach, where required, to accommodate the specific needs of individual team members	S1.3	

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	<p>Presentation Distinction Criteria 1 from AP03.</p> <p>TB5 Analyse the effectiveness of appropriate academic theories and models and incorporates them appropriately in their approach to leadership and team building.</p>	<p>NEW – academic theories not specifically assessed in AP02 however learners may have referred to them.</p> <p>Loosely mapped to: K1.1 S1.3 S1.4</p>	Leading People
Communication	<p>Presentation Pass Criteria 4 from AP03.</p> <p>C1 Select appropriate communication manner and medium to build and manage an effective relationship with customers and adapt their communication approach to suit their audience.</p>	<p>K4.1 S3.5 S3.6</p>	Communication Building Relationships
	<p>Presentation Pass criteria 5 from AP03.</p> <p>C2 Describe, with examples, how they have chaired meetings and facilitated the contributions of others</p> <p>C3 Describe, with examples, how they have presented to the team/management</p>	<p>K4.2 S4.1</p>	
	<p>Presentation Pass Criteria 6 from AP03.</p> <p>C4 Explain how to approach challenging conversations and how to raise concerns</p> <p>C5 Explain how to provide constructive feedback</p>	<p>K4.2</p>	

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	<p>Presentation Distinction Criteria 2 from AP03.</p> <p>C6 Evaluate 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)</p>	<p>NEW – not explicitly mentioned in AP02</p> <p>Loosely mapped to: K4.1 S3.5 S3.6</p>	<p>Communication</p> <p>Building Relationships</p>
	<p>Presentation Distinction Criteria 3 from AP03.</p> <p>C7 Regulate the flow of conversations in the meetings they lead and compensate for both dominant and quiet voices to be heard equally</p>	<p>NEW – not explicitly mentioned in AP02</p> <p>Loosely mapped to: K4.2 S4.1</p>	
Organisational Culture and Strategy	<p>Presentation Pass Criteria 7 from AP03.</p> <p>OC1 Explain the importance of an organisational culture, what it is influenced and informed by, and its responsibility to equality, diversity and inclusion</p>	<p>K1.3 K1.4</p>	<p>Operational Management</p> <p>Leading People</p>
	<p>Presentation Pass Criteria 8 from AP03.</p> <p>OC2 Describe how an organisational strategy is arrived at</p> <p>OC3 Describe how both the strategy and culture are cascaded through an organisation</p> <p>OC4 Describe how they remain flexible in delivering the organisation’s strategy</p>	<p>B13.1 K5.1 K5.2 S1.1 S1.2 S5.1 S5.2</p>	<p>Agile</p>

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	OC5 Describe how targets are achieved, and outcomes monitored.		
	Presentation Distinction Criteria 4 from AP03. OC6 Analyse how culture can affect individuals in different ways and how different cultures can impact on team working and strategy.	NEW – not explicitly mentioned in AP02 Loosely mapped to: K1.3 S5.1	Operational Management Leading People Agile
	Presentation Distinction Criteria 5 from AP03. OC7 Explain 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	NEW – not explicitly mentioned in AP02 Loosely mapped to: K5.2 S5.2 B13.1	
Problem solving	Presentation Pass Criteria 9 from AP03. PS1 Apply problem-solving and decision-making techniques. PS2 Explain how they take a positive and adaptative approach to change within their organisation PS3 Describe when they have shown accountability for personal and team objectives PS4 Describe when they have shown resilience in challenging situations	K10.1 S5.3 S10.1 S10.2 B11.2	Decision Making Building Relationships Operational Management Takes Responsibility Agile

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	PS5 Adapt both their approach, and that of their team, to operational change and challenges within their organisation, escalating issues when required.		
	Presentation Pass Criteria 10 from AP03. PS6 Present strategies to implement operational and/or team plans and manage resources. PS7 Identify challenges and respond to feedback from their team and others to positively and proactively make business and delivery decisions, adapting plans and managing change to identify solutions	K5.3 K5.4 B13.3 B13.4	
	Presentation Pass Criteria 11 from AP03. PS8 Explain approaches taken to manage stakeholder and customer relationships which makes reference to emotional intelligence and conflict management techniques	K3.1 B11.2	
	Presentation Pass Criteria 12 from AP03. PS9 Describe how they work creatively, innovatively and are enterprising when seeking solutions to business needs	B13.2	

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	<p>Presentation Distinction Criteria 6 from AP03.</p> <p>PS10 Analyse the successes and learning points from a period of change their organisation has experienced, and describe how the team leader’s role enables their team to clearly understand success criteria.</p>	<p>NEW – not explicitly mentioned in AP02</p> <p>Loosely mapped to:</p> <p>K3.1 S5.3 B13.2 B13.3 B13.4</p>	<p>Building Relationships</p> <p>Operational Management</p> <p>Agile</p>
Data Analysis	<p>Presentation Pass Criteria 13 from AP03.</p> <p>DA1 Use data, including collection, management and analysis, to create reports which support their decision making.</p>	<p>K5.5 K10.2 S5.5 S5.6</p>	<p>Operational Management</p> <p>Decision Making</p>
	<p>Presentation Distinction Criteria 7 from AP03.</p> <p>DA2 Evaluate 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.</p>	<p>NEW – not explicitly mentioned in AP02</p> <p>Loosely mapped to:</p> <p>K5.5 K10.2 S5.5</p>	<p>Operational Management</p> <p>Decision Making</p>
Building a high-performance team	<p>Professional Discussion Pass Criteria 1 from AP03.</p> <p>BH1 Describe how they developed a high performing and motivated team by setting a fair, consistent and impartial example and leading by example</p> <p>BH2 Describe how they developed a high performing and motivated team by setting, monitoring and supporting operational and personal objectives</p>	<p>K2.1 K2.3 K8.3 K8.4 K8.5 S2.1 S2.2 S2.3 S2.4</p>	<p>Managing People</p> <p>Building relationships</p> <p>Communication</p> <p>Awareness of Self</p>

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	BH3 Describe how they developed a high performing and motivated team by building trust and using their understanding of team dynamics, management models, emotional intelligence, active listening and learning styles	B14.1 B14.2	Inclusive Professionalism
	Professional Discussion Pass Criteria 2 from AP03. BH4 Describe, 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	S3.3 S3.4 S4.2 S4.3 B12.1	
	Professional Discussion Pass Criteria 3 from AP03. BH5 Explain how they have built trust within and across the team, managed conflict and demonstrated effective influencing and negotiation skills	S3.1 S3.2 B12.2	
	Professional Discussion Distinction Criteria 1 from AP03. BH6 Evaluate motivational practices and their benefits and drawbacks (e.g. recognition, reward, enrichment, consultation) and deploys them in their approach to team building.	A step up from AP02, but maps to: K2.1 S2.1	Managing People Communication

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	<p>Professional Discussion Distinction Criteria 2 from AP03.</p> <p>BH7 Evaluate the principles of active listening and their benefits and deploys them appropriately in their approach to team management.</p>	A step up from AP02, but maps to: S4.2	
Project Management	<p>Professional Discussion Pass Criteria 4 from AP03.</p> <p>PM1 Explain the project lifecycle and how they have employed relevant project management tools to deliver a project against targets,</p> <p>PM2 Explain how they have taken effective actions to monitor and manage resources, risks and budget to deliver a project</p>	K6.1 K6.2 K6.3 S6.1 S6.2 S6.3	Project Management
	<p>Professional Discussion Pass Criteria 5 from AP03.</p> <p>PM3 Monitor performance and take appropriate and timely corrective action as required to support a successful project outcome</p>	S6.3	
	<p>Professional Discussion Distinction Criteria 3 from AP03.</p> <p>PM4 Evaluate how they have adapted known project management tools and approaches to suit the needs of their organisation</p>	NEW – ‘how they have adapted known tools’ not explicitly mentioned in AP02 Loosely mapped to. S6.2 S6.3	Project Management

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Organisation Governance	Professional Discussion Pass Criteria 6 from AP03. OG1 Explain 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 K7.3 S7.1	Managing People Finance Professionalism
	Professional Discussion Pass Criteria 7 from AP03. OG2 Describe how they operate within their organisation's values	B14.4	
	Professional Discussion Distinction Criteria 4 from AP03. OG3 Evaluate the importance of organisational governance and compliance from a corporate, legal and budgetary standpoint, and describe how appropriate governance and HR practices can positively impact their team and the wider organisation	NEW – not explicitly mentioned in AP02 Loosely mapped to. K2.2 S7.1 B14.4	Managing People Finance Professionalism
Managing Self	Professional Discussion Pass Criteria 8 from AP03. MS1 Explain what the implications of unconscious bias are, and the approaches they take to promote inclusivity within their workplace.	K8.1 K8.2	Awareness of Self Management of Self Inclusive
	Professional Discussion Pass Criteria 9 from AP03. MS2 Describe how they are open and honest in their approach to planning, time management and managing themselves and others	K9.1 K9.2 K9.3 S8.1	Professionalism

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	MS3 Describe how they reflect upon, seek and apply feedback on their own performance when creating their personal development plan, and managing their work and performance	S8.2 S8.3 S9.1 S9.2 B12.3 B14.3	
	Professional Discussion Distinction Criteria 5 from AP03. MS4 Describe how they have used known management tools and theories to improve their performance based upon feedback received.	NEW – Management tools/theories not explicitly assessed in AP02 although some apprentices may have utilised them. Loosely mapped to. S8.1 S8.2 S8.3	Awareness of Self