ILM Level 3

Team Leader

This document maps the differences and similarities between versions 1.2 and 1.4 of the apprenticeship standard

Organisations are increasingly investing in leadership and management skills and are conscious that these skills need to be developed early in the career journey.

IfATE have recognised the need to revise the current Level 3 Team Leader apprenticeship standard. The latest revision to the Team Leader standard, informed and shaped by employers, reflects the most current trends in the workplace, and ensures that apprentices can showcase their skills and competence at end-point assessment (EPA) to the highest standard.

The revised assessment plan allows for a more holistic and joined up approach from the on-programme project to EPA, with a more focused alignment of the knowledge, skills and behaviours (KSBs). There is also a major focus on equity, diversity and inclusion (EDI) and the use of technology (including AI) to reflect the modern-day environment of team leaders in the workplace.

This mapping document is designed to highlight the key updates, and we look forward to sharing more guidance and support in our autumn webinars.

Comparison summary

- **Focus shift:** The new requirements have an increased emphasis on Equity, Diversity, and Inclusion (EDI), external factors and the use of technology.

- **Detail and depth:** The new requirements are more detailed in terms of specific criteria for passing and distinction, especially in areas like managing relationships, communication techniques and continuous improvement.

- **Simplification:** Some areas such as Future Plans and Opportunities and Using Technology in the new requirements do not have distinction criteria, simplifying these sections.

- **Consistency:** Both sets of requirements maintain a strong focus on team development, problem-solving, and effective communication, although the approaches and specifics differ slightly.

The new requirements reflect a broader and more inclusive approach, aligning with modern organisational values and practices.

Summary of changes

- **New title:** Version 1.2 of the Level 3 Team Leader Supervisor apprenticeship standard is now Version 1.4 of the Level 3 Team Leader apprenticeship standard.

- **Presentation with questions:** The new standards streamline the content into broader categories with an increased emphasis on inclusivity, external influences, and the strategic impact of roles within the organisation.

- **Professional discussion underpinned by a portfolio of evidence:** The new standard integrates contemporary approaches like promoting equity, diversity, and inclusion, adapting to changes, continuous improvement, and the effective use of technology, reflecting a modernised outlook on leadership and team management.

Comparing the assessment methods: Current vs new

Assessment method: Presentation with questions (simplified overview)

Current requirements	New requirements
Team building and development K1.1 K3.2 S1.2 S5.3 B1.1	**People and relationships** K11 S9 S15 S17 B2
Pass criteria: Demonstrate effective leadership by developing their team, managing change, and driving performance to meet objectives. Use of coaching, role modelling, and prioritise work allocation, adapting their approach to meet individual needs.	**Pass criteria:** Demonstrate effective management of diverse relationships, setting objectives, monitoring progress, and providing feedback to improve team and individual performance. How they proactively support equity, diversity, and inclusion in the workplace and assess the impact of these efforts.
Distinction criteria: Analyse and apply relevant academic theories and models in their leadership and team-building practices.	**Distinction criteria:** An evaluation of the effects of promoting an inclusive culture.
3 x Pass / 1 x Distinction	2 x Pass / 1 x Distinction

Summary of comparison:

Current: Includes specific criteria related to leadership styles, team development and adaptability in team management.

New: Focuses more on managing relationships with a diverse workforce and stakeholders, with an emphasis on equity, diversity and inclusion in the workplace.

Current requirements	New requirements
Problem Solving K3.1 K5.2 K10.1 S5.2 S10.1 B1.2 B1.3 B3.2 B3.3	**Problem Analysis and Conclusions** K6 K9 K12 K19 S5
Pass criteria: Evidence problem-solving, adaptability and resilience in managing change and demonstrate accountability. Outline strategies for implementing plans, managing resources and adapting based on feedback. How they manage relationships using emotional intelligence and conflict management. Demonstrate creativity and innovation in finding business solutions.	**Pass criteria:** Explain how their role influences the organisation's strategy and objectives and how cross-team collaboration contributes to achieving them. Application of communication techniques, along with problem-solving and decision-making principles, to provide solutions and influence decision-making.
Distinction criteria: Analyse successes and lessons from organisational changes, explaining the role in clarifying success criteria.	**Distinction criteria:** Justify their choice of communication techniques, problem-solving and decision-making principles they used to provide solutions and influence the decision-making process.
4 x Pass / 1 x Distinction	2 x Pass / 1 x Distinction

Summary of comparison:

Current: There is a strong emphasis on problem-solving, accountability, and managing change, along with stakeholder management using emotional intelligence and conflict management.

New: Consolidates problem-solving and decision-making with a focus on communication techniques, cross team working, and how roles impact organisational strategy.

Assessment method: Presentation with questions (simplified overview)

Current requirements	New requirements
Data Analysis K5.3 K10.2 S5.4	**Data Collection and Benchmarking** K5 K15 K20 K21 S3 K3
Pass criteria: Ability to use data collection, management and analysis to create reports that support decision-making.	**Pass criteria:** Outline the processes, policies, regulations and compliance
Distinction criteria: Evaluate the impact of data analysis on quality, efficiency, or productivity.	Explain how they have considered and managed external factors and the social and economic environment's impact on the organisation.
1 x Pass / 1 x Distinction	Collate and interpret data to create audience-specific reports.
	Distinction criteria: Evaluate the impact of external factors and report effectiveness.
	3 x Pass / 2 x Distinction

Summary of comparison:

Current: Emphasises using data for decision-making and evaluating the impact of data management on productivity and efficiency.

New: Expands focus on data collection and benchmarking, including policies, regulations, the impact of external factors and the influence of the wider social and economic environment in which the organisation operates, along with tailoring reports for different audiences.

Current requirements	New requirements
Communication K4.1 K4.2 S3.3 S4.1	**Future Plans and Opportunities** K16 S18 B5
Pass criteria: Able to select and adapt appropriate communication methods to build and manage relationships with customers. How they have chaired meetings, presented to teams or management and facilitated contribution. Handling challenging conversations, raising concerns and providing constructive feedback.	**Pass criteria:** Describe how internal and external factors impact their role and identify ways they can work flexibly to adapt to future changes in the sector that may affect their organisation.
Distinction criteria: Evaluate the impact of their communication and manage conversation flow in meetings	**Distinction criteria:** None.
3 x Pass / 2 x Distinction	1 x Pass / 0 x Distinction

Summary of comparison:

Current: Includes specific criteria for communication styles, managing relationships and leading meetings.

New: Does not have a direct section for communication but integrates communication aspects within the People and Relationships and Problem Analysis sections.

New: Future Plans and Opportunities focuses on the impact of internal and external factors and how to adapt to future changes in the sector. This links closely with Data Collection and Benchmarking.

Assessment method: Presentation with questions (simplified overview)

Current requirements	New requirements
Organisational Culture & Strategy K1.2 K5.1 S1.1 S5.1 B3.1	

Pass criteria: Explain the importance of organisational culture, what influences and informs it and its responsibility towards equality, diversity and inclusion. how organisational strategy is developed, how strategy and culture are communicated throughout the organisation, how flexibility is maintained in delivery and how targets and outcomes are monitored.

Distinction criteria: Analyse the impact of culture and communication on strategy. Explain the impact of their communication of operational plans on their team's deliverable actions

2 x Pass / 2 x Distinction

Summary of comparison:

Current: Addresses organisational culture, its impact on strategy and how it informs leadership and team dynamics.

New: This section is represented in all the new criteria, particularly Data Collection and Benchmarking.

View the full wording for the new assessment methods on the IfATE website.

Comparing the assessment methods: Current vs new

Professional discussion underpinned by a portfolio of evidence (simplified overview)

Current requirements	New requirements
Building a High-Performance Team **Pass criteria:** Develop a high-performing team, share good practices, build trust, manage conflict. **Distinction criteria:** Evaluate motivational practices, active listening benefits. 3 x Pass / 2 x Distinction	**Building a High-Performance Team** **Pass criteria:** Identify learning needs, use management techniques, share best practices, apply EDI policies. **Distinction criteria:** Evaluate EDI impact. 4 x Pass / 1 x Distinction

Summary of comparison:

Current: Focuses on developing high-performance teams through emotional intelligence, team dynamics, management models, and active listening. There is a strong emphasis on setting a consistent example and building trust.

New: Shifts towards identifying and supporting the continuous learning and development needs of the team and self, leadership, management techniques, and applying policies ethically to support equity, diversity, and inclusion

Current requirements	New requirements
Organisational Governance **Pass criteria:** Apply governance, compliance, manage budgets. **Distinction criteria:** Evaluate governance and compliance importance. 3 x Pass / 2 x Distinction	**Communication and Implementing Operational Plans** **Pass criteria:** Use resources, collaborate with stakeholders, communicate strategy impact. **Distinction criteria:** Evaluate communication techniques and suggest improvements. 2 x Pass / 1 x Distinction

Summary of changes:

Current: Emphasises organisational governance, compliance, budget management, and operating within organisational values. It evaluates the impact of governance on the team and organisation.

New: Organisational Governance replaced with Communication and Implementing Operational Plans. Focuses on managing resources, collaborating with stakeholders, and communicating the impact of organisational strategy on stakeholders. This section highlights the use of media and communication techniques to ensure stakeholder understanding.

Professional discussion underpinned by a portfolio of evidence (simplified overview)

Current requirements	New requirements
Managing Self **Pass criteria:** Promote inclusivity, manage time, reflect on performance. **Distinction criteria:** Use management tools to improve performance. 2 x Pass / 1 x Distinction	**Managing Change and Continuous Improvement** **Pass criteria:** Apply change management, negotiate with stakeholders, manage budgets. **Distinction criteria:** Evaluate continuous improvement techniques. 3 x Pass / 1 x Distinction

Summary of changes:

Current: Discusses unconscious bias, personal time management, self-reflection, and applying feedback for personal development and theoretical reflection.

New: Addresses principles of change management, continuous improvement, and managing budgets. Emphasises negotiating and challenging stakeholders and resolving / reducing conflicts during change.

Project Management **Pass criteria:** Explain project lifecycle, use project management tools. **Distinction criteria:** Adapt project management tools to organisational needs. 2 x Pass / 1 x Distinction	**Contributing to a Project** **Pass criteria:** Utilise project management tools, take ownership of tasks. **Distinction criteria:** None. 1 x Pass / 0 x Distinction

Summary of changes:

Current: Covers the project lifecycle, project management tools, resource management and monitoring project performance with an emphasis on corrective actions and adaptations of tools for successful outcomes.

New: Focuses on the utilisation of project management tools for planning, prioritising, monitoring and taking corrective actions within projects. It maintains a practical focus on executing tasks effectively.

	Using Technology **Pass criteria:** Describe technology usage and monitor energy consumption. **Distinction criteria:** None.

Summary of changes:

New: This new section looks for how the apprentice uses technology and software to produce documentation and support business activities, with an emphasis on energy efficiency, and how they monitor their use to reduce energy consumption when not in use.

View the full wording for the new assessment methods on the IfATE website.

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About ILM

ILM, a City & Guilds brand, is the leading specialist in leadership, management, coaching and mentoring qualifications in the UK. ILM offers a specialist suite of qualifications ranging from Level 2 to Level 7, which are awarded by The City and Guilds of London Institute. ILM also specialises in assessment, learning content, and accreditation of training.

We believe that great leaders can come from anywhere. Developing great leaders at all levels is what makes organisations great places to work and with the right support, anyone can grow and develop to make a real difference. Which is why we help people at every stage of their careers to realise and apply their potential, so that the organisations they work for can reap the benefits.

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