

Apprenticeship Standard for Retail Team Leader Level 3

Retail team leaders are a critical support to managers, delivering exceptional customer service and a positive experience to customers, and may have to deputise for managers in their absence.

The role is dynamic and in one day can involve a variety of different functions.

Most significantly retail team leaders guide and coordinate the work of the team to complete tasks, identify and explore opportunities that drive sales, ensuring team members maintain business standards in relation to merchandising, service and promotional activities, in line with procedures.

Retail team leaders gain the most of their team on a day to day basis, ensuring they are fully trained and work effectively and to the best of their ability.

On completion of this standard, apprentices will demonstrate a range of excellent retail team leader, customer, product knowledge and industry relevant knowledge, skills and behaviours.

The apprenticeship standards “knowledge, skills and behaviours” are developed over the course of the programme via scheduled learning interventions with employer mentors and Davidson Training trainers.

Learning activities and coaching sessions are aligned to support the learner to learn, practice and prepare for End Point Assessment.

Retail Team Leaders enjoy direct contact with a wide range of people and can work in a variety of shops and other retail establishments: small boutiques, large high street chains, supermarkets and well-known department stores are just some examples. More specialist retailers include funeral services, garden centres, delicatessens and people who work in remote environments for example in telephone, on-line and mail order retail.

Duration: The apprenticeship will take a minimum of 12 months to complete

Entry requirements: Apprentices will be required to have or achieve level 2 in English and Maths.

On-programme assessment

On programme assessment of knowledge, skills and behaviour outcomes en-route to the final end point assessment takes place.

This comprise of:

- Throughout the period of learning and development, and at least every two months, the apprentice will meet with the on-programme assessor to record their progress against the standard using the on- programme progression template.
- The maintenance of an on-programme record to support the apprentice, monitoring the progress of learning and development.
- Regular performance reviews between trainer, apprentice and line manager.
- Development of a portfolio of evidence including reports, assignments, and evidence of tasks undertaken, demonstrations, presentations.
- Observations (recorded by the training provider).
- Ongoing professional discussions between apprentice and training provider relating to projects and assignments (recorded by the training provider).

Synoptic End Point Assessment (Pass/Distinction/Fail)

The End Point Assessment will test the entire Standard, and be undertaken as follows:

- 60 minute on demand multiple choice test Scenario based questions, usually taken on screen.
- Retail Business project requiring the apprentice to look at an immediate opportunity, problem, challenge or idea within their retail environment.
- Professional discussion: 1 hour structured meeting.

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Knowledge and understanding, Skills and Behaviour (Know it, Show it, Live it)	
Customer	Customer profile of the business, purchasing habits and how to meet and exceed needs. Best ways to drive the team to increase sales, secure customer loyalty and meet targets. Monitor customers' enquiries and service requirements; coach and support team members. Act as a role model to champion excellent customer service by looking to improve customers' experience through a welcoming and professional approach.
Business	Understand purpose of the business including vision, objectives and brand. 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/business.
Financial	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 achievement of financial targets by planning and monitoring resources. Use resources effectively and efficiently to meet expected demand. Oversee areas that impact on financial performance in own area of the business. Demonstrate commercial awareness and act responsibly and with integrity.
Leadership	How to organise the team on a daily basis to achieve objectives, and recognise the importance of contingency planning to meet business requirements; know limits of authority when deputising for line manager. Use available information to coordinate work of team so that the right people and resources are in the right place at the right time to ensure consistent brand / business standards are delivered. Deputise for line manager within limits of own authority Display decisive thinking when making decisions. Use sound judgement; take prompt action in the case of problems relating to resources
Marketing	Understand how the brand / business is positioned externally, particularly in relation to local and online competitors and how its products / services meet consumer trends. Understand how own actions, and those of the team can impact on customers' perception of the brand / business. Support the team to ensure they understand and engage in the marketing activities and plans of the business and help ensure that customers have the best possible experience. Proactively seek to understand local consumer trends, competitors' offers and promotions, and customer needs and expectations, report to manager, seek feedback and take action in area of responsibility.
Communication	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. Adapt style of communication 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.
Sales and Promotion	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.

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Product and service	<p>Know and promote features and benefits of products / services, their unique selling points, skills required to sell them, where items fit into product ranges, associated products and services, where to find information if required and other relevant information such as delivery lead time, accessibility and source.</p> <p>Maximise opportunities to increase sales by ensuring team know and understand the features, benefits, unique selling points and other relevant information relating to products ranges and services offered by the business.</p> <p>Promote all products and services confidently, demonstrating excellent knowledge and understanding of them.</p>
Merchandising	<p>Methods of merchandising throughout the retail operation, including point of sale, the retail calendar and local needs e.g. geographical, topical or weather based.</p> <p>Ensure team replenish and maintain merchandising according to business requirements, the retail calendar and local needs e.g. geographical, topical or weather based.</p> <p>Communicate and encourage merchandising principles, standards and commerciality.</p>
Stock	<p>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.</p> <p>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.</p> <p>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.</p>
Technology	<p>Understand how current and emerging technologies support retail operations and sales whether customer facing or remote, and how best to operate them to achieve an efficient and effective service.</p> <p>Oversee the appropriate use of technology in line with business policy and follow the appropriate procedures to deal with service issues.</p> <p>Is an advocate for the effective and efficient use of technology.</p>
Developing self and others	<p>Knowledge, skills and behaviours required of self and others to develop a high performing team in the business.</p> <p>Team dynamics and enabling team members to appreciate their role in the wider organisation and in meeting business objectives.</p> <p>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.</p> <p>Take responsibility for own performance, learning and development.</p> <p>Develop positive relationships with team embracing new and better ways of working.</p>
Team performance	<p>Identify and develop excellent team performance.</p> <p>How performance of the team contributes to the overall success of the business.</p> <p>Lead the team, setting targets and reviewing progress against them.</p> <p>Motivate team members, give coaching and on job training.</p> <p>Identify conflict and work to resolve this with support from others.</p> <p>Positively and confidently challenge poor performance and reward excellent performance.</p>
Legal and governance	<p>Importance of compliance to legal requirements and supporting the team in these.</p> <p>Respond quickly to identified risks and ensure they are dealt with in line with procedures.</p> <p>Responsible, advocate and adhere to working legally in the best interests of all people.</p>
Diversity	<p>How to work with and support people from a wide range of backgrounds/cultures.</p> <p>Ensure team members are aware of and follow policies relating to diversity.</p> <p>Make reasonable adjustments as required for customers or team members.</p> <p>Empathic, fair and professional with all individuals regardless of background/circumstances.</p>

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