

Knowledge, Skills & Behaviours Scan

The purpose of this document is to identify current Knowledge, Skills and Behaviours relevant to the apprenticeship. Organisation specific areas for development can also be added. The scan should be used to plan out learning during the course of the apprenticeship and to review progress. It will be reviewed at the beginning, middle and end of the programme with input from the Apprentice, the Manager and the College Tutor.

Apprentice Name	
Employer Organisation	
Apprenticeship Standard	Team Leader / Supervisor
Level	Level 3
Reference	ST0384

Score your current Knowledge > Skills > Behaviours	
Score 0	I never do this / I do not know this
Score 1	I sometimes do this / I have some knowledge of this
Score 2	I always do this / I know this

Knowledge (through formal learning and applied according to business environment)	Review Date 1 (Start)	Review Date 2 (Mid)	Review Date 3 (End)	Comments re planned development / progress.
	Score	Score	Score	
Leading People				
I understand different leadership styles and the benefits of coaching to support people and improve performance.				
I understand organisational cultures, equality, diversity and inclusion.				
Managing people				
I understand people and team management models, including team dynamics and motivation techniques.				
I 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				
I understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict.				
I know how to facilitate cross team working to support delivery of organisational objectives.				
Communication				
I understand different form of communication and their application.				
I know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.				
Operational Management				
I understand how organisational strategy is developed.				
I know how to implement operational / team plans and manage resources and approaches to managing change within the team.				
I understand data management, and the use of different technologies in business.				
Project Management				

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I understand the project lifecycle and roles.				
I know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.				
Finance				
I understand organisational governance and compliance, and how to deliver Value for Money.				
I know how to monitor budgets to ensure efficiencies and that costs do not overrun.				
Awareness of Self				
I know how to be self-aware and understand unconscious bias and inclusivity.				
I understand learning styles, feedback mechanisms and how to use emotional intelligence.				
Management of Self				
I understand time management techniques and tools, and how to prioritise activities and approaches to planning.				
Decision Making				
I understand problem solving and decision making techniques, and how to analyse data to support decision making.				
Skills (acquired and demonstrated through continuous professional development)	Review Date 1 (Start)	Review Date 2 (Mid)	Review Date 3 (End)	Comments re planned development / progress.
	Score	Score	Score	
Leading People				
I am able to communicate organisation strategy and team purpose, and adapt style to suit the audience.				
I support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.				
Managing People				
I am able to build a high-performing team by supporting and developing individuals, and motivating them to achieve.				
I am able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.				
Building Relationships				
I am able to build trust with and across the team, using effective negotiation and influencing skills, managing any conflicts.				
I am able to input to discussions and provide feedback (to the team and more widely), and identify and share good practice across teams.				
I build relationships with customers and manage these effectively.				
Communication				
I am able to communicate effectively (verbal, written, digital), chair meetings and present to teams and management.				
I make use of active listening and provision of constructive feedback.				
Operational Management				

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I am able to communicate organisational strategy and deliver against operational plans, translate goals into deliverable actions for the team, and I monitor outcomes.				
I am able to adapt to chance, identifying challenges and solutions.				
I have the ability to organise, prioritise and allocate work, and effectively use resources.				
I am able to collate and analyse data, and create reports.				
Project Management				
I am able to organise, manage resources and risk, and monitor progress to deliver against the project plan.				
I have the ability to use relevant project management tools, and take corrective action to ensure successful project delivery.				
Finance				
I am able apply organisational governance and compliance requirements to ensure effect budget controls.				
Self-Awareness				
I am able to reflect on my own performance, seek feedback, understand why things happen and make timely changes by applying learning from feedback I have received.				
Management of Self				
I am able to create an effective personal development plan, and use time management techniques to manage workload and pressure.				
Decision Making				
I am able to use effective problem solving techniques to make decisions relating to delivery using information from the team and others, and am able to escalate issues when required.				
Behaviours (developed and exhibited in the workplace)	Review Date 1 (Start)	Review Date 2 (Mid)	Review Date 3 (End)	Comments re planned development / progress.
	Score	Score	Score	
Takes Responsibility				
I drive to achieve in all aspects of work.				
I demonstrate resilience and accountability.				
I have determination when managing difficult situations.				
Inclusive				
I am open, approachable, authentic, and am able to build trust with others.				
I seek the views of others.				
Agile				
I am flexible to the needs of the organisation.				
I am creative, innovative and enterprising when seeking solutions to business needs.				
I am positive and adaptable and respond well to feedback and need for change.				
Professionalism				
I set an example and am fair, consistent and impartial.				
I am open and honest.				
I operate within organisation values.				

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Organisation Specific (To be added as required, in discussion with the employer)	Review Date 1 (Start)	Review Date 2 (Mid)	Review Date 3 (End)	Comments re planned development / progress.
	Score	Score	Score	

Summary of Areas for Development / Progress Discussions (Include details of who took part in the review)	
Review 1	
Review 2	
Review 3	

Signatures at Final Review			
	Signature	Name	Date
Apprentice			
Manager			
College			

Office Use only	Storage: Upload to Smart Assessor	Who?	Name
Start KSB Scan	Initial Review meet	TAF	KSB Scan Standard Name Learner Name Initial
Mid-point KSB Scan	Progress / Learning review meet	TAF	KSB Scan Standard Name Learner Name Mid
End KSB Scan	Exit Review meet	TAF	KSB Scan Standard Name Learner Name End