

**T Level Technical Qualification in
Management and Administration
(8715-32)**

**Team Leadership and
Management Improvement (312)**

**Practical Assignment
Sample Candidate Pack**

**First teaching from September 2022
Version 1.0**

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1. Assessment

This assessment is for the Team Leadership and Management occupational specialism component of the Technical Qualification. This pack consists of a practical assignment that includes a project brief including relevant resources as necessary along with several tasks for you to complete.

Candidate guidance

General guidance

This is a formal assessment that you will be marked and graded on. You will be marked on the quality and accuracy of the work you produce. It is therefore important that you carry your work out to the highest standard you can.

There are some rules around how much guidance and feedback your tutor can provide as part of completing the assignment.

Your tutor is allowed to give you some help understanding the instructions if necessary. They are only allowed to reinforce the requirements of the task in order to support you in undertaking it. If any further significant clarification and guidance on any of the tasks within the assignment is provided afterwards, this will be recorded and considered as part of the marking process.

Plagiarism

This is an assessment of your abilities, so the work must be all your own work and carried out under the conditions stated. You will be asked to sign a declaration that you have not had any help with the assignment.

Your tutor is allowed to give you some help understanding the instructions if necessary, but they will record any other guidance you need, and this will be taken into account during marking.

Plagiarism is the failure to acknowledge sources properly and/or the submission of another person's work as if it were your own. Plagiarism is not allowed in this practical assignment.

Where research is allowed, your tutor must be able to identify which work you have done yourself, and what you have found from other sources. It is therefore important to make sure you acknowledge sources used and clearly reference any information taken from them.

Timings and planning

You are advised to study the details of the assessment before starting.

You should check with your tutor that you have all the relevant materials, equipment and information/data sources that you need before starting the assessment.

Timings for tasks are provided within this pack to show the maximum amount of time you will be allowed to complete the task. You **must not** exceed the time shown in each task. You should take care when planning to make sure you have divided the time available between parts of the assignment tasks appropriately.

You will have **30 minutes** to read the brief and supporting documentation before starting Task 1.

Presentation of work

Presentation of work must be appropriate to the task.

You should make sure that each piece of evidence including any forms are clearly labelled with your name and the project reference.

All electronic files must be given a clear file name that allows your tutor to identify it as your work.

Written work may be word-processed or handwritten unless stated otherwise.

Calculations should be set out clearly, with all working shown, as well as any assumptions made. You should use appropriate units at all times, consistent with the requirements of the assignment.

Instructions for this assignment

Ensure you read all the provided assessment information contained in this candidate pack.

You must work independently and not share your work with any other candidates in these supervised assessment sessions.

You will be allowed to use the internet for your research as part of Task 1.

Your work will be kept secure during any supervised breaks that are taken, and at no time will any assessment materials be permitted to leave the room at any point during the assessment.

Your work will be submitted as final at the end of each assessment session. Your tutor will be able to provide you with a copy of your evidence submitted for previous tasks to support you through other tasks in the assessment, but you will not have opportunity to rework this evidence in subsequent sessions.

You must complete all the tasks and present all evidence that is detailed in each task.

This assessment pack contains:

- An assignment brief
- Task 1
- Task 2
- Task 3
- Task 4
- Task 5
- Task 6

Within each task you will find the following:

Conditions of assessment: This will tell you the duration and rules you must follow when completing a task.

What must be produced for marking: This describes the evidence you must submit when the task is completed. Be aware failure to submit any evidence requested can adversely affect your overall mark for the assessment.

Additional evidence for this task: This describes other forms of evidence that will be collected by the assessor to support the marking of your performance. This will often include but not limited to photographic and video evidence.

How this assignment will be assessed

The individual tasks within this assignment will assess across the qualification content. This means that you should consider all of your learning when considering how to respond to each task and use the appropriate skills in order to respond in the best way that you are able.

The table below shows how many marks are available for each of the performance outcomes within this assessment.

Performance outcome	Number of marks available
Lead, manage and develop individuals and teams to deliver outcomes	15
Build relationships with colleagues, customers and stakeholders	12
Deliver core operational tasks and plans	12
Manage and implement projects	12
Apply governance and compliance requirements	9

2. Assignment brief

You work as a Team Leader Trainee in 'Best Shoes', a small family-run business selling shoes which has one high street store in the UK. The store has been open for many years, and sales have generally been steady.

The organisation has 6 staff including yourself.

The other staff members are:

- Store Manager (37 hours per week)
- 1 Full-time shift team leader (37 hours per week)
- 2 Part-time sales assistants (18 hours per week)
- 1 Saturday sales assistant (8 hours)

The owner of the business has recently retired and handed over the running of the business to the store manager who is keen to introduce changes to modernise. The owner still takes an active interest in the business and needs to be convinced of the need for change.

In recent months, footfall in the store has significantly decreased which is having a direct impact on sales and financial turnover which has seen a downturn of 20%. This trend is expected to continue. As part of your role as Team Leader Trainee, the Store Manager has asked you to support in managing a project to move the business online to be implemented within the next 12 months. The project will look to increase sales and grow the business, with a projected sales target of £100,000 for the next financial year. This may be met with some resistance from the staff as this will change their working practices, including a change in shift pattern to include Sundays. Your role as Team Leader Trainee within the project will be to support your team through this change.

You will need to research costs, resources, timescales and agree a project plan for moving the business online. The Store Manager has proposed some options for transitioning the business online. You will need to consider the best way to manage this organisational change and support the team to be successful.

You will be expected to assist with producing the relevant documentation and support the move online. All company documentation you produce should follow the house style.

The time allocated for the completion of the tasks and production of evidence for this assessment is 32 hours. The timings for completion of specific tasks are outlined below:

- Task 1 – Research and financial analysis - 8 hours
- Task 2 – Project Strategic Planning – 6 hours
- Task 3 – Stakeholder Management - 6 hours
- Task 4 – Leading and supporting the Team - 4 hours
- Task 5 – Coaching and developing a team member - 4 hours
- Task 6 – Managing a challenging conversation - 4 hours

Figure 1 – Company Organisation Chart

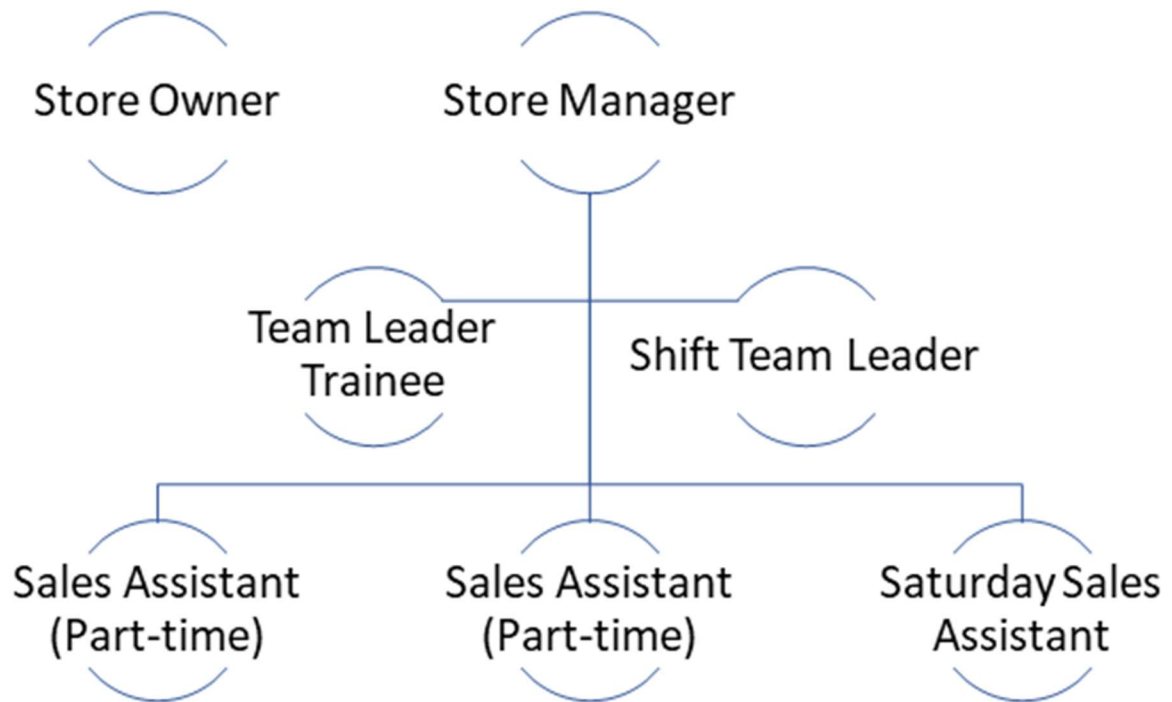
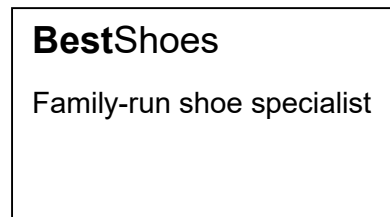


Figure 2 – House Style

All company communication including letters, emails and memos should use the following fonts:
Body: Arial size 12, Title: Bold, Arial size 18, Sub Title: Bold, Arial size 15

The company logo below should be included on all document on the top left-hand corner of the document.



Email signatures should be consistent and use the below format:

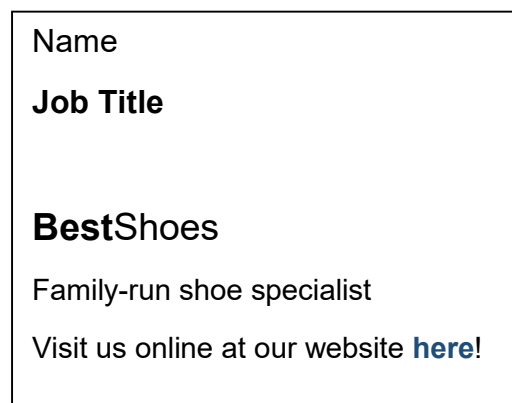


Figure 3 – Staff Data

Staff Name	Role	Hourly Wage	Number of weekly hours worked
Greta Melo	Store Manager	£16.52	37
Rosheen Dalton	Shift Team Leader	£12.08	37
Eduardo Aue	Sales Assistant	£9.51	18
Sara Jeames	Sales Assistant	£9.51	18
Alexia Easton	Saturday Sales Assistant	£9.51	8
	Team Leader Trainee	£10.82	37

Staff Profiles

Greta Melo – Store Manager

Areas of Interest and Experience	Areas for Development
Ensuring the store can remain profitable as move into the future with a secure position online	Cascading high-level management thinking to other colleagues in lower positions to bring them onside

Rosheen Dalton – Shift Team Leader

Areas of Interest and Experience	Areas for Development
Running a business	Encouraging and maintaining team morale through difficulty or change

Eduardo Aue - Sales Assistant

Areas of Interest and Experience	Areas for Development
Customer experience and passionate about shoes	Sticking to business policy and procedure when dealing with customers

Sara Jeames - Sales Assistant

Areas of Interest and Experience	Areas for Development
Customer experience and small-business brand loyalty	Remaining on-track with personal and team goals or objectives

Alexia Easton - Saturday Sales Assistant

Areas of Interest and Experience	Areas for Development
Store layout and branding	Needs to improve knowledge of business product lines to tailor the experience they provide customers

Figure 4 – Options for moving the business online

Set-up costs based on projected online sales of £100,000

Option 1	Footwear Distributor		
Footwear Distributor	Cost for first £50,000 sales	Cost for greater than £50,000 sales	Postage Cost
	10%	8%	Included
Staffing requirements for this option	1x Part-time Sales Assistant		
Average sales price per pair of shoes	£40		

Option 2	Self-managed Website		
Self-Managed Website	Cost of set-up of webpage	Cost of equipment	Cost of packaging and posting per item
	£5000	£5000	£6
Staffing requirements for this option	1x Full-time Shift Team Leader		
Average sales price per pair of shoes	£40		

Option 3	Hosted Website			
Hosted Website	Cost of set-up of webpage	Cost per month	Cost of equipment	Cost of packaging and posting per item
	£20,000	£2000	£5000	£6
Staffing requirements for this option	1x Part-time Sales Assistant			
Average sales price per pair of shoes	£40			

3. Tasks

Task 1 – Research and Financial Analysis

The purpose of this task is for you to research how to move the footwear business online.

You may use the Internet for this task.

You must:

- Undertake a SWOT analysis of the factors that need to be considered in relation to moving the business online.
- Write a summary report of your findings on moving the business online that reflects both external and internal considerations.
- Review the financial information in response to moving the business online. You should draft,
 - a summary of the costs for each of the different options provided in Figure 4 with consideration of
 - Staffing costs
 - Set-up costs
 - An overview of how these costs would be controlled and monitored through budgeting activities, including any governance arrangements.
- Determine the best option out of those proposed by the Store manager for moving the business online based on your research. To do this, you should:
 - Use a decision-making tool to identify the best option
 - Write a response that explains why this is the best option in order to gain buy-in from the Store Manager and Store Owner.

Resources:

- Assignment Brief
- Figure 1 – Organisation Chart
- Figure 3 – Staff Data
- Figure 4 – Options for moving the business online

Conditions of assessment:

- The maximum time allocated for this task is 8 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- SWOT Analysis
- Written summary report
- Forecasting budget
- Written response that identifies the best option for the project and the business, including identification of the decision-making tool used

Additional evidence for this task:

- Any notes produced of research undertaken including citation of sources

Task 2 – Project Strategic Planning

You are now required to produce a project strategy for moving the business online using the best option outlined in Task 1. As part of this task, you should consider overall objectives, tasks, timescales, resources and costs for the project.

You must:

- Prepare a strategic project plan for the project, that includes SMART objectives, tasks, timescales, resources and costs for the project.
- Produce a GANTT chart that details what is required at each stage of the project, including how progress will be monitored.
- Produce a risks and issues log for the project, that includes the degree of risk and any potential mitigations that could be considered. The log should include the risks and issues associated with,
 - The initial delivery of the project, including how it will be implemented
 - The long-term changes that this project will bring to the organisation, including any financial or legislative risks
- Prepare a set of presentation slides that seeks to engage internal stakeholders with the project and advise how they will be involved. The slides should include details of your strategic project plan, including how you will monitor progress and keep to timescales and how you will mitigate against risks.

You will **not** be required to deliver the presentation.

Resources

- Assignment Brief
- Figure 3 – Staff Data

Conditions of assessment:

- The maximum time allocated for this task is 6 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- Strategic project plan
- GANTT chart
- Risks and Issues log
- Presentation slides

Task 3 – Stakeholder management

The purpose of this task is for you to conduct an analysis of all stakeholders involved in the project of moving the business online.

You must:

- Produce a stakeholder map to identify key stakeholders in the project.
- Produce a stakeholder engagement plan. You should detail the best methods for communicating and engaging with key stakeholders throughout the project, and how you will manage this. You should provide justifications for your reasoning.
- With reference to appropriate time-management tools or techniques, produce a plan for how you will manage your own time effectively throughout the managing of the project.

Resources

- Assignment Brief
- Figure 1 – Company Organisation Chart
- Figure 3 – Staff Data

Conditions of assessment:

- The maximum time allocated for this task is 6 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- Stakeholder map
- Stakeholder engagement plan
- Time-management plan

Task 4 – Leading and Supporting the Team

In your role as a Team Leader Trainee, you are required to lead and support the team through the project of moving the business online. You are required to support the team through the change, detailing their roles and responsibilities and including how the change will be managed.

You must:

- Write an agenda for an initial team meeting to discuss moving the business online.
- Write an email to your team attaching the agenda and detailing the reason for holding the meeting that will encourage participation from the team in the new project.
- Chair the team meeting to discuss the move online with the team, ensuring that concise meeting minutes with clear actions are captured. The meeting minutes will be shared with the Store Manager and Store Owner for monitoring progress of the project and team morale.
- Produce a reflection on the most appropriate leadership style that you should use to continue to engage with and support the team members in order to encourage ownership of the project. As part of your reflection, consider how your use of leadership style, emotional intelligence and own behaviour during the meeting impacted on others navigating change, including what went well and what could have been done differently.

Resources

- Assignment Brief
- Figure 1 – Company Organisation Chart
- Figure 2 – House Style
- Figure 3 – Staff Data

Conditions of assessment:

- The maximum time allocated for this task is 4 hours.
- You will have 1.5 hours to complete the agenda and email elements of this task.
- The chair a meeting part of the task will last for 30 minutes.
- The remaining time (2 hours) will be spent on the reflection element.
- You must carry out the task on their own, under controlled conditions

What must be produced for marking

- Team Meeting agenda
- Email to team
- Recording of chairing a meeting
- Meeting minutes with clear actions
- Reflection on leadership style to use with the team on the project

Task 5 – Coaching and developing a team member

There is a member of staff in the team, Eduardo Aue, who is not confident in his ability to transfer working online. Your aim is to support him during the project and the change in his job role which will involve him dealing with customer enquiries and complaints online by planning and running a coaching session.

Your assessor will take on the role of Eduardo.

You must:

- Produce a coaching plan to detail an appropriate coaching technique and model to support Eduardo.
- Run an initial coaching session with Eduardo, using the coaching model and technique detailed in the coaching plan. Your coaching session should last for a maximum of 30 minutes. During the coaching session you are required to:
 - Agree and set SMART objectives with Eduardo in order for them to feel confident in their job role after the change moving the business online.
 - Develop a personal development plan with Eduardo, including the SMART objectives agreed in the coaching session and timescales.

Resources

- Assignment Brief
- Figure 3 – Staff Data

Conditions of assessment:

- The maximum time allocated for this task is 4 hours, including a maximum 30 minute coaching session
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- Coaching plan
- Recording of initial coaching session
- SMART objectives and Personal development plan for Eduardo

Task 6 – Managing a challenging conversation

During a team meeting, Sara Jeames raises some strong negative opinions on the decision to move the business online, and she attempts to influence other members of the team with these negative opinions. She cannot understand why the business needs to move online and blames poor management for the low footfall in the store. Her behaviour and communication become a cause for concern due to it becoming aggressive.

As their Team Leader Trainee, you are required to respond constructively to her behaviour and set a clear outline of objectives and goals so that she remains on track.

You should consider the impact of Sara's behaviour on other members of your team to ensure collective team objectives in relation to supporting the online move and continuing to deliver excellent customer care are still on track to be achieved.

You must:

- Write a summary of Sara's negative behaviour during the meeting that reflects:
 - why this behaviour is not conducive to a productive work environment
 - how you would respond to Sara following her negative behaviour during the team meeting
- Develop an action plan that shows the steps you will take to support Sara through the change. You should consider:
 - The most effective leadership style that you would use to achieve a positive outcome
 - How you will demonstrate anti-discriminatory practice and equal opportunities
 - How SMART objectives will be used to support Sara meet both personal and collective team objectives, and why these are important

Resources

- Assignment Brief
- Figure 3 – Staff Data

Conditions of assessment:

- The maximum time allocated for this task is 4 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- Written summary of response to negative behaviour
- Action Plan that includes the leadership style to be used, how anti-discriminatory practice and equal opportunities will be demonstrated and the SMART objectives that will be used to support Sara

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