

Cross-referencing the level 3 Team Leader/Supervisor Standard to the CMI level 3 Diploma in First Line Management

Through taking the following units, learners may achieve the **CMI Diploma in First Line Management** and in doing so will have covered most of the Knowledge and Skills in the apprenticeship standard in the table below.

Apprenticeship Standard		LEVEL 3 DIPLOMA IN FIRST LINE MANAGEMENT - UNITS						
		3001V1: Personal development as a first line manager	3002V1: Resource planning	3003V1: Meeting stakeholder needs	3004V1: Managing and communicating information	3005V1: Identifying development opportunities	3009V1: Management communication	3010V1: Being a leader
LEADING PEOPLE								
Knowledge	Understand different leadership styles					LO1		LO1
	Understand the benefits of coaching to support people and improve performance					LO3		
	Understand organisational cultures, equality, diversity and inclusion							LO2/LO3
Skills	Able to communicate organisation strategy and team purpose behaviours		LO1	LO1/LO3	LO3	LO1/LO2/LO3	LO1/LO2	LO1
	Able to communicate adapting style to suit the audience				LO3	LO2	LO1/LO2	
	Support the development of the team and people through coaching, role modelling values and behaviours					LO3		
	Support the development of the team and people through managing change effectively			LO3		LO3		
MANAGING PEOPLE								
	Understand people and team management models	LO3	LO1			LO1/LO2		
	Understand team dynamics and motivation techniques					LO2		

Knowledge	Understand HR systems and legal requirements	LO4						
	Understand performance management techniques including setting goals, objectives, conducting appraisals, reviewing performance					LO3		
	Understand absence management providing constructive feedback, recognising achievement and good behaviour					LO3		
Skills	Able to build a high-performing team by supporting and developing individuals				LO3	LO3		LO1/LO3
	Able to build a high-performing team by motivating them to achieve					LO3		LO1/LO3
	Able to set operational and personal goals and objectives					LO3		
	Able to monitor progress, providing clear guidance and feedback	LO3				LO3	LO3	
BUILDING RELATIONSHIPS								
Knowledge	Understand approaches to customer and stakeholder relationship management			LO1/LO2/LO3				
	Understand emotional intelligence	Management Direct Learning Journey will cover this element						
	Understand approaches to managing conflict	LO3/LO4						
	Know how to facilitate cross-team working to support delivery of organisational objectives			LO2/LO3				
Skills	Building trust with and across the team						LO1	LO3
	Using effective negotiation and influencing skills managing any conflicts						LO2	LO1/LO3
	Able to input to discussions	LO3		LO3	LO3	LO3	LO2	LO2
	Able to provide feedback (to team and more widely)	LO3					LO3	LO2
	Able to identify and share good practice across teams							LO2

	Building relationships with customers and managing these effectively			L01/L02/L03				
COMMUNICATION								
Knowledge	Understand different forms of communication and their application	L03			L02/L03	L01/L03	L01	L02/L03
	Know how to chair meetings						L02	
	Know how to hold challenging conversations						L01/L02/L03	
	Know how to provide constructive feedback	L03					L03	
	Understand how to raise concerns	L03			L02/L03	L03	L02	L02
Skills	Able to communicate effectively (verbal, written, digital)	L03			L02/L03	L01/L03	L01	L02/L03
	Able to chair meetings						L02	
	Able to present to team and management			L03	L03		L01/L03	
	Use of active listening and provision of constructive feedback	L03					L03	
OPERATIONAL MANAGEMENT								
Knowledge	Understand how organisational strategy is developed		L01	L01				L01
	Know how to implement operational/team plans		L01/L03	L01			L02	L02/L03
	Know how to manage resources		L01/L02/L03	L03			L02	L02/L03
	Know approaches to managing change within the team		L02	L02				
	Understand data management, and the use of different technologies in business		L02/L03	L03	L01/L02/L03			
Skills	Able to communicate organisational strategy		L01	L01				L01
	Able to deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes		L01/L03	L01			L02	L02/L03
	Able to adapt to change, identifying challenges and solutions		L02	L02				

	Ability to organise, prioritise and allocate work, and effectively use resources	LO2						LO1
	Able to collate and analyse data, and create reports			LO3	LO1/LO2/LO3			
PROJECT MANAGEMENT								
Knowledge	Understand the project lifecycle and roles	Management Direct Learning Journey will cover this element						
	Know how to deliver a project through managing resources		LO1					
	Know how to deliver a project including identifying risks and issues	LO4	LO2					
	Know how to use relevant project management tools	Management Direct Learning Journey will cover this element						
Skills	Able to organise, manage resources and risk, and monitor progress to deliver against the project plan			LO1/LO3			LO2	LO2/LO3
	Ability to use relevant project management tools, and take corrective action to ensure successful project delivery			LO3				
FINANCE								
Knowledge	Understand organisational governance and compliance	Management Direct Learning Journey will cover this element						
	Understand how to deliver Value for Money		LO1		LO2/LO3			
	Know how to monitor budgets to ensure efficiencies and that costs do not overrun	LO4	LO3	LO3	LO3			
Skills	Apply organisational governance and compliance requirements to ensure effective budget controls	LO4	LO1/LO3	LO3	LO2/LO3			
AWARENESS OF SELF								
Knowledge	Know how to be self-aware and understand unconscious bias and inclusivity	LO1/LO4						
	Understand learning styles, feedback mechanisms and how to use emotional intelligence	LO1				LO2/LO3		

Skills	Able to reflect on own performance	LO1/LO2/LO3/ LO4						
	Able to seek feedback, understand why things happen	LO1				LO2/LO3		
	Able to make timely changes by applying learning from feedback received	LO1/LO2					LO3	
MANAGEMENT OF SELF								
Knowledge	Understand time management techniques and tools, and how to prioritise activities and approaches to planning	LO2						LO1
Skills	Able to create an effective personal development plan	LO1/LO2/LO3/ LO4						
	Able to use time management techniques to manager workload and pressure	LO2						LO1
DECISION MAKING								
Knowledge	Understand problem solving and decision making techniques			LO1/LO2/LO3	LO2			LO1
	Understand how to analyse data to support decision making			LO1/LO2	LO2			
Skills	Use of effective problem solving techniques to make decisions relating to delivery			LO1/LO2/LO3	LO2			LO1
	Use information from the team and others			LO1/LO2	LO2			
	Able to escalate issues when required			LO3				

