

PROGRESS MILESTONES

Team leader

ST0384 · Level 3 · Business and administration

What good progress looks like month by month

STANDARD

ST0384

VERSION

1.4

LEVEL

3

GENERATED

30 March 2026

DURATION

15 months

MIN. HOURS

348 hours

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Month 2: Settling into the team leader remit

The apprentice is beginning to operate with a clear understanding of their authority, reporting line and day-to-day responsibilities. They can explain how their role supports team and organisational objectives, model professional behaviour, and follow core people and conduct policies in routine situations with appropriate support. They should be starting to take ownership of their own workload and development, rather than relying on others to direct every task.

KSBs expected: K17, K18, K10, B1, B3, B4

Evidence expected

- A short role-mapping or induction output showing how their team leader remit links to the wider organisation
- Examples of routine supervisory actions, such as setting expectations, escalating issues or following people policy correctly
- Reflective notes or coaching records showing they have identified development needs and acted on feedback
- Manager observations showing professional conduct, accountability and appropriate judgement in day-to-day interactions

Red flags

- Cannot explain the purpose or boundaries of the team leader role
- Relies on others to decide basic priorities or next steps
- Shows inconsistent application of people policy or poor professional judgement
- Avoids accountability when mistakes or delays occur
- Little evidence of reflection or response to feedback

Month 4: Organising work, time and resources reliably

The apprentice should now be managing routine operational activity with more confidence. They can prioritise work, build a workable day or week plan, and use tools and systems to organise tasks, allocate resources and keep activity on track. They are starting to make practical decisions about budgets, time, materials and digital workflow so the team can deliver planned activity efficiently.

KSBs expected: K7, K8, K22, S1, S2, S8, K14

Evidence expected

- Completed rota, task plan or action tracker that shows prioritisation and resource allocation
- Spreadsheets, schedules or presentations used to brief the team on workload, deadlines or cover arrangements
- Examples of budget-aware decisions or efficiency improvements in routine operations
- Workplace records showing use of digital systems to organise and monitor work

Red flags

- Plans are unrealistic, constantly overrun or depend on others rescuing the workload
- Tasks are not prioritised by business need, risk or deadline
- Weak use of systems, spreadsheets or planning tools
- Does not notice resource pressure, bottlenecks or avoidable waste
- Cannot explain why a particular resource choice was made

Month 6: Coaching performance and building capability

By this stage the apprentice should be starting to lead performance conversations and support others to improve. They can set clear objectives, monitor progress, give useful feedback and identify development needs through observation or discussion. They should also be showing a more inclusive leadership approach, handling differences fairly and supporting colleagues through routine change or challenge.

KSBs expected: K1, K2, S4, S9, S10, B2

Evidence expected

- Records or notes from performance conversations, check-ins or coaching discussions
- Development actions agreed for individuals, linked to observed needs or capability gaps
- Examples of feedback given and how it changed behaviour or performance
- Evidence of supporting a colleague or small team through a change in process, expectation or workload
- Observation or reflection showing inclusive behaviours and fair treatment

Red flags

- Feedback is vague, avoidant or focuses only on faults
- No clear link between performance issues and development actions
- Finds it difficult to challenge poor performance or support change
- Does not adapt communication or support for different individuals
- Misses early signs that a colleague is struggling

Month 9: Using data and influencing others with evidence

The apprentice should now be able to move beyond routine reporting and begin using data to shape decisions. They can gather and interpret operational information, identify patterns, produce clear reports and recommend proportionate next steps. They should also be communicating with purpose across the business, using structured messages, and starting to handle competing views or priorities with confidence.

KSBs expected: K12, K20, S3, S5, S8, K9, K11, K19, S13, S14, S15, S16

Evidence expected

- A concise report or dashboard showing analysis of operational data and a clear recommendation
- Briefings, emails or presentations tailored to different audiences
- Examples of stakeholder coordination across functions or teams to achieve a shared outcome
- Records of a difficult conversation, negotiation or resolution where priorities differed
- Evidence that data has been used to influence an operational decision or action

Red flags

- Produces data without interpreting what it means for the business
- Recommendations are unsupported, vague or too ambitious for the evidence
- Communication is unclear, overly detailed or poorly adapted to the audience
- Avoids difficult conversations or cannot handle disagreement
- Struggles to coordinate with other teams or loses sight of shared objectives

Month 12: Applying policy, managing projects and improving delivery

The apprentice should be operating more independently across compliance, change and improvement. They can interpret and apply relevant regulation and internal policy in day-to-day situations, explain requirements to others, and support a project or change initiative using planning tools and corrective action when needed. They should be starting to spot inefficiencies, test improvements and manage operational risks with greater judgement.

KSBs expected: K3, K4, K5, K10, K13, S6, S7, S12, B1, B5, K16

Evidence expected

- Examples of operational decisions where policy, procedure or legislation has been applied correctly
- Project tracker, action plan or change log showing milestones, risk management and corrective actions
- Before-and-after evidence of a process improvement or efficiency gain
- Briefings or guidance issued to the team explaining a rule, policy or change clearly
- Reflection showing how they adjusted priorities when circumstances changed

Red flags

- Treats policy as a tick-box exercise or applies it inconsistently
- Fails to escalate compliance risks or ignores likely consequences
- Project plans are poorly maintained and actions drift without follow-up
- Cannot explain why a change is needed or how to bring others with them
- Becomes stuck when plans change rather than adapting approach

Month 15: Operating as a more independent, strategic team leader and preparing for gateway

By the end of the programme the apprentice should be demonstrating broad occupational competence across live operational situations. They can link team activity to organisational strategy, respond to external change, lead inclusively, use data and judgement to solve complex problems, and manage performance, resources and relationships with increasing independence. They should be ready to evidence that they can perform the role consistently at the required standard, with a clear line of sight from operational decisions to business outcomes.

KSBs expected: K6, K13, K15, K16, K21, K23, S11, S17, S18, S19, B2, B4, K9, K12, K17, S3, S5, B3, B5, K20

Evidence expected

- A substantial workplace portfolio showing strategic, operational and people leadership in live situations
- Examples of translating organisational priorities into team actions and explaining the impact to others
- Evidence of inclusive practice, sustainability thinking and response to external or sector change
- A final piece of data-led analysis or operational recommendation demonstrating sound judgement
- Confirmed examples of working with greater independence, owning tasks through to completion and reflecting on ongoing development

Red flags

- Still requires close prompting to carry out routine leadership tasks
- Cannot connect team decisions to organisational priorities or wider change
- Evidence remains narrow, task-based or dependent on one-off support from others
- Struggles to manage conflicting priorities, stakeholder expectations or team performance at the same time
- Little sign of mature judgement, reflective practice or readiness to operate consistently at level 3