

## Example evidence

Sample Evidence: Level 4, Leadership & Management	Standard statement references
<b>Commitment to Professional Standards</b>	
<p>I am a Food Supervisor, working shifts in a large retail store in a City centre. I am responsible for managing the customer experience – everything from ensuring the prices are correct, the shelves are full, there are an adequate number of tills open &amp; we do not have too much food going to waste on a daily basis. I manage a team of sales assistants (where the number may vary for 10 - 30 depending on the time of day and how busy the store is) I am responsible for training them, motivating them, disciplining them and managing their rotas.</p> <p>I am also responsible for allocating my teams daily jobs (shelf-filling, till management, customer service, labelling, vehicle unloading and warehouse management ,stock control,) and ensuring the section is run efficiently. I need to plan any stock changes or moves, new promotions or equipment maintenance ensuring that none of these changes affects our customers. I have to check that all our stock sheets reflect an accurate stock position &amp; that the planned stock deliveries are enough for our weekly sales. I need to make sure I have enough staff to fill up the shelves at the quietest time of the day so our customers are not inconvenienced. I work closely with our warehouse teams to make sure stock flows efficiently onto the sales floor.</p> <p>I have a financial responsibility to ensure that we are meeting Department budgets. I do this by maximising sales through checking stock allocations, following Head office guidelines, ensuring accurate placement of product within the section plans especially with new promotions and minimising waste through poor handling. If the computer systems are not recording the stock level accurately I have to make manual stock adjustments to ensure the system works accurately. Occasionally I need to respond to store overstocks and I make sure products are given promotional space to clear and avoid waste.</p> <p>I am dependent on my team to work with the public in providing a high quality service as befits a top end retailer. I do this by ensuring there is proper time for training and that they understand the reasons for our rigorous standards of high quality service, politeness to the customers at all times and self presentation .In addition I try to assist them when they are in difficulties with a customer or when they do not understand a routine or procedure .When the store is really busy at weekends or early evenings, I am very vigilant to ensure that the customer is always first. When we are particularly busy I may have to release staff from other duties to ensure till queues are reduced.</p> <p>When an assistant is relatively new on the job I will either closely supervise them myself or alternatively get a more experienced assistant to ‘tuck them under their wing’ for a couple of shifts. If this does not work I may have to give more stringent and close supervision. They have workbooks to complete to ensure all Health and Safety training has been given. I teach them to read stock plans, apply promotional ticketing and shelf edge pricing,</p> <p>There have been occasions when an assistant does not turn in to work or is frequently late, I have had to liaise with the HR team to help me find additional staff or advise me on the legal process of disciplinary procedure.</p> <p>Sometimes a sales assistant has a medical problem like depression – which can affect their work. This is difficult to spot and sometimes other staff are helpful in pointing out the need for help. .A word or two can help but often medical assistance is needed.</p>	<p>4.1.1 Apply professional standards to my own working practise</p> <p>4.1.2 Support others to comply with professional standards</p> <p>4.1.3 Identify and manage risks of non compliance in own area of responsibility</p>

<p>Occasionally the assistants will place the stock in any order on the shelves thus selling new stock first instead of managing date rotation effectively. I do spot check the shelves to ensure that this does not happen, I also routinely spot check pricing &amp; promotional layouts. We check the number of lines out of stock especially key best seller lines &amp; ensure that the stock allocation for the rest of the period is reviewed.</p> <p>In a large section there can be a lot of teasing and sometimes hurtful comments or bullying. Cultural differences can be highlighted where humour is intended and can need careful managing. I have had to manage the individuals involved by either sitting them down together or in more extreme cases through disciplinary action.</p> <p>On a daily basis I have large amounts of analytical data to respond to. I get daily feedback from computer data of sales, out of stocks, quality problems, overstocks etc. It is important to be able to quickly check unusual figures by exception and resolve issues.</p> <p>I have lots of data on hand to improve performance and maintain high levels of customer service. The supervisors are ranked in store and the best performer each month receives an award. I have received the award in 5 months out of the last twelve. Each individual member of my team has a yearly appraisal &amp; a performance development plan. They are responsible for maintaining all their own training records. I have an additional half year assessment with each to deal with any issues that might be showing themselves. I prefer to deal with issues quickly, on the job &amp; ensure they do not become major problems.</p> <p>The company employs independent 'mystery shoppers' to test my staff's attitude to the customer &amp; the level of stock on the sales floor. Our score affects the entire stores standards and grading.</p>	<p>4.1.4 Manage a situation where there is a breach of professional standards</p> <p>4.1.5 Complete documentation and/or reports relevant to professional standards</p>
<p><b>Evidence reference:</b></p> <p>4.1.1: Job Description, Organisation chart, Examples of weekly staff rotas,              4.1.2: Examples of monthly financial budgets &amp; targets for section              4.1.3: New starter training pack and sample work book              4.1.4: Sample Disciplinary conversation notes              4.1.5: Copies of team appraisals, Training assessment for my team, Mystery shopper reports</p>	
<p><b>Communication and Information Management</b></p>	
<p>Every day each Department gets computer sheets giving updated information about sales from Head Office. It is my responsibility to go through all the specific information for my department and update my Manager appropriately. The information details new product lines, new promotions, updates on availability and any section plan changes. We are informed about supplier availability issues or any lines that need to be removed because of quality problems. It is a job that needs a quick eye for detail &amp; a good memory for changes; I enjoy checking for accuracy and know where to look for answers to problems or issues</p> <p>At the beginning of every shift I see every one of my assistants - either individually or in small groups to advise them of particular issues like shortages or an impending fire drill or the need for someone to cover for someone else who is absent.</p> <p>Ensure that all staff receive the head office weekly news briefing</p> <p>As mine is a large city-centre store, we have a multi-ethnic workforce and I need to fully understand all my team's abilities. Although they all speak English there are some cultural differences which can occasionally lead to communication problems with customers or within the team. I keep close to these assistants to ensure that they understand their assignments and are properly understood by customers. Sometimes assistants need help with understanding the Company philosophy and the level of service we expect for our customers.</p>	<p>4.2.1 Respond to the needs of a target audience by communicating in a form and manner which is appropriate to the task</p> <p>4.2.2 Managing barriers to communication constructively</p>

<p>In a large retailer with over 250 outlets and 70,000 employees there are regulations covering most situations.( Food hygiene standards, financial controls, HR policies, Health and Safety regulations, shift tasks) Whilst I cannot know them all, I do know where the procedures are held and in time I have had to work with most of them. Failure to apply the correct procedure will soon affect others as I am a small part of a more complex team. We regularly have visits from Head Office teams who ask us for feedback on policies &amp; procedures as well as customer comments. They also check us on adhering to guidelines of store presentation, staff service or shelf presentation.</p> <p>See 2.3 above</p> <p>As we are selling food it is critical that products are stored at the correct temperatures and in a safe environment. All fridge &amp; freezers are spot checked for consistent temperatures &amp; have a rigorous maintenance schedule. All the backstage areas are carefully checked for rodent damage or damp similarly. All sales assistants complete modules on care of foods &amp; compliance with legislation.</p> <p>I have to be licensed to supervise the sales of Beer, Wine and Tobacco products to comply with legislation .This requires me to attend regular Company updating. I am also First Aid trained as we need to have a First Aider at hand on each shift.</p>	<p>4.2.3 Apply relevant legislation, organisational policies and procedures when communicating with others</p> <p>4.2.4 Manage information in line with relevant legislation, organisational policies and procedures</p>
<p><b>Evidence reference:</b> 4.2.1: Example of Head Office daily news &amp; Christmas product relay</p>	
<p><b>Leadership</b></p>	
<p>When we are promoted one of the key competences which Managers are looking for is evidence of leadership skills. For most assistants who are promoted off the shop floor it is difficult to change behaviour and assume a different leadership role with old colleagues. This is most apparent the first time one has to be appraised or discipline someone you used to work alongside, This can be a painful experience for both sides. However I have been the leader in a Cub Pack for some years and a Junior Church leader. I am used to giving instructions to young people and expecting them to be obeyed. The most telling time for leadership is when the store is busy and all the assistants are fully occupied on tills but there is still other work on the sales floor. I have to decide on the optimum manning of tills or shelf stacking or customer service. Other situations that call for instant leadership are when a fridge breaks down, when there is a shop lifter, an unexpected visitor or a Fire Alarm.</p> <p>I always get to work early and never leave until the job is done. I ensure my personal appearance is neat &amp; tidy. When the assistants are rushed I will reprioritise or help shelf stack or even clear up after a spillage. I want to show them that by doing these tasks that no one can claim to stick rigidly to their job. I sometimes have to help the police/ security with shop lifters. Customers are sometimes very ill whilst shopping (heart attacks, strokes, and births) and going the extra mile at these critical times is key.</p> <p>Success for me is satisfied customers who want to come back and repeat the shopping experience at our store. One dissatisfied customer is likely tell 12 of their friends how bad their experience was. I cannot affect the pricing policy of the Company but I can help my team to give the customer a good buying experience. This requires us to fully understand the mission statement of our Company and to go out of our way to ensure everything is the best it can be for our customers. Our shoppers should receive the same buying experience whether they are in Newcastle or Newmarket.</p>	<p>4.3.1 Display appropriate leadership skills in own area of responsibility</p> <p>4.3.2 Lead others by example in meeting own performance targets, promoting good practice, innovation, and working within the remit of their role</p> <p>4.3.3 Plan for the achievement of goals by identifying and managing barriers to success</p> <p>4.3.4 Identify and manage resources to meet outcomes</p>

One of the exciting things about working in retail is every day is different; some days the delivery vehicles are late because of snow or the local school has Nora virus and lots of staff have to stay home to look after children. Each day I have to reprioritise the tasks required & allocate staff to the most critical areas. I can change the balance of till operators to shelf fillers and relieve the pressure and waiting times of customers. Sometimes this is frustrating as the section does not look as good as it could do but keeping the customers happy is the most important thing.

Last year the store had a refit and I was given the role of planning the changes to the Food Section while the building work was in progress. I had to develop an interim plan for the work and the relocation of staff rest rooms whilst the new stores lift was being put in. The plan was stored on a computerised spreadsheet, each day I had to review progress with the Store Manager.

I had to ensure that the workmen moved fridges and ambient racking so that the store was open for business as usual. I had to ensure that Health and Safety regulations were observed; partitions were built to ensure our customers were safe, the staff were briefed on go and no go areas and that managers were kept up to date with storage or delivery concerns. Sometimes deliveries had to be rescheduled and extra staff were required to work nights to complete major relays out of store hours. The refit was completed within the initial time plan.

4.3.5

Manage a project or task to achieve set outcomes in a timely manner

**Evidence reference:**

**Professional Development**

<p>I am familiar with self appraisals because have been completing them for 5 years. I am aware of my strengths and my weaknesses and the need to develop a plan to address ones weaknesses. In addition we have just introduced across the Company the idea of 360 degree feedback sessions once per year. What is interesting about these sessions is that my team point out unexpected concerns, often things that seem trivial and of which you were totally unaware. When one receives 360 degree feedback for the first time it is hard not to dwell on the negative rather than accepting the mostly positive comments.</p> <p>My feedback shows that I am perceived to be very professional, good at prioritising and managing at busy periods. I am generally good natured and hardworking but I may be impatient with staff who do not learn as fast as I do. I have to learn alternative ways of teaching or mentoring and I am working with another section Supervisor to train our Christmas student intake.</p> <p>We also receive feedback as a management team from the staff survey which is undertaken yearly.</p> <p>I have asked to be placed on a team building course so that I may become more aware of how different personalities and skill sets affect the working of a group. This course is planned for February and I am looking forward to a week away with other supervisors.</p> <p>As I work in a large store in a big city, I have the opportunity to progress and gain promotion within my own Company in the same area. My next promotion would be as a Manager in a Smaller Store with maybe 40 employees in total or possibly in a Motorway branch of my Company.</p> <p>I have set myself the task of completing all of the Company's supervisory training courses and then I will be ready for promotion. Some of these courses are off the job for a day or two and others can be completed on line. Our Company often asks for volunteers to help set up a new store; these are stressful hardworking assignments but a great challenge. Often you meet more Senior managers who can become sponsors in your career.</p> <p>I am also aware that a lot of my Company's business is conducted on line and I make it my business to keep abreast of the e-policies and their relevance to us in store</p> <p>I have my own training log which is regularly checked by the Store HR manager and trainer. I am half way through the training plan that I have established for myself.</p> <p>Whilst I do not have a formal mentor, I have a friend who was a graduate trainee manager and she and I talk about the job and discuss problems I experience. We try to meet monthly for a coffee and she helped me with my reaction to the 360 degree feedback experience.</p> <p>When I return from a training course I always sit down with my line manager to develop a plan to assess what I have learned and how I will put it into practise. One of my most difficult challenges was to be able to read the new daily print outs for sales, stock and waste. I seemed to have a block when I saw all those figures, but I made myself spend time everyday looking at small sections and I soon became able to recognise patterns and relate them to my shop floor actuality. I realise that theoretical learning has to be backed up with learning from experience on the shop floor.</p> <p>I already have a CV( see attached) and a training record) and a Company training log (see 4.4.3)</p> <p>I am conscious that if I am to develop my career, I must gain some qualification since I did not progress beyond GCSE when I was at school. I have been on a number of training courses with the Company ( Health and Safety, Food</p>	<p>4.4.1 Analyse own performance and identify areas for improvement</p> <p>4.4.2 Develop a plan to improve own knowledge and skills</p> <p>4.4.3 Access opportunities for professional development</p> <p>4.4.4 Evaluate the effectiveness of professional development undertaken</p> <p>4.4.5 Maintain a record of professional development</p>
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Hygiene, Marketing and Promotions, Leadership and Appraising your team, see attached list)

I now wish to move on to a level 4 City & Guilds award which will recognise my skill level and accredit my experience in line management. This will give me a recognised qualification outside the Company in which I work.

**Evidence reference:**

4.4.3 Copy of training log page

4.4.5 List of training courses attended

**Working with Others**

<p>My staff give me instant feedback if I am not managing them well - as does my immediate boss - the Departmental Manager. Because customer demand is not a precise science from day to day priorities change. Staff will need to be moved around fairly frequently at short notice. Each person has their likes and dislikes in terms of tasks; some prefer to be on a till all day but others like to fill shelves. I have to use my powers of persuasion to move staff into jobs that need doing rather than the jobs they like. My strategic objective is to train them all to the same level so that they can do all the jobs. This is not always popular or possible.</p> <p>I have had three different bosses since I worked on Foods and I have got used to their different styles and personalities. Some like frequent daily contact with chats about promotions and sales facts whilst others prefer a more formal time each day where everything is discussed then are left to get on with their own role.</p> <p>I have noted that although I think that I am giving staff encouragement they always need more. I have to spend a lot of time motivating them by giving instruction and reassuring them that they are doing well. We work in an environment where customers want instant service and this can be tiring for staff who need to get their work completed.</p> <p>Occasionally I organise a 'team night out' or a birthday celebration when we go out for a drink or a curry. We welcome all the staff who work on Foods but the part timers seldom turn up. These evenings – once every four months are good for team bonding as the day-job rarely allows time to catch-up.</p> <p>Since I went on a Listening Skills two day course I find that I understand more about what my staff really feel and need. Sometimes people are shy about expressing opinions and the best way to get them to do so is to listen without immediately giving your opinion. Most of my daily job is done with verbal skills and very little is written down. I have to leave an update for the incoming shift supervisor and I have had no difficulties with issues which span different shifts I therefore think that we communicate well</p>	<p>4.5.1 Constructively work with others to achieve set goals</p> <p>4.5.2 Give explicit encouragement, share expertise and motivate others within the work environment</p> <p>4.5.3 Develop effective interpersonal skills to overcome conflict or differences in opinion which may impact on working relationships</p>
<p><b>Evidence reference:</b></p>	
<p><b>Managing Customer Expectation</b></p>	
<p>In a retail store the customers are the buying public and they make their requirements clearly known to staff. If they are happy they rarely say anything. One of my biggest customers is my line manager and if I am going to be promoted I have to ensure that he/she is satisfied with my work. I always make time in my shift to allocate a period of at least ten minutes where we can go through staffing, profit plan, quality and waste issues.</p> <p>I also have other customers like suppliers who need to arrange deliveries or availability changes.</p> <p>I very often find that even if the customer is wrong about a product ( e.g. it is out of life when they tried to use it and it was poor quality)it may be easier to give a refund rather than to argue the point in the store for £1or £2 . My staff sometimes have to take make a decision but if I change it I always tell them why I have done so. Good customer relations are hard won but it is very easy to spoil a high quality reputation.</p> <p>The Company completes extensive and very professional Market surveys of customer satisfaction. In store we have immediate feedback from customers and mystery shoppers. Complaints are soon escalated if not dealt with appropriately.</p> <p>There are numbers of immediate feedback points on my performance such as the length of the queue s for the tills, amount of food in the shelves, the</p>	<p>4.6.1 Assess who the customer is and what the customer expects</p> <p>4.6.2 Develop and maintain good customer relationships</p> <p>4.6.3 Collect and analyse information to measure customer satisfaction</p> <p>4.6.4 Identify and manage the implementation of improvements to customer service</p>

organisation of product waiting to come onto the sales-floor and amount of 'out of life' stock at the day's end. Managing these situations to give optimal customer service is my major concern. The most difficult time of the year for service is at a busy peak like Christmas. After the trading period we always have a review to think of anything we could have done better and put it into practise the next peak.

The Company has well established procedures for managing customer complaints and one of my priority jobs is to train new assistants in this process. From time to time Senior Managers from head office visit the store and they will stop and ask random customers what they think of the service they receive. This keeps us all on our toes.

4.6.5 Manage customer complaints within own area of responsibility and in line with organisational and legal guidelines

**Evidence reference:**

LSPG



<b>Sample evidence: Level 4, Leadership &amp; Management</b>	<b>Standard statement references</b>
<b>Communication and Information Management</b>	
<p>In my role as Lead Trainer for Training &amp; Training.co.uk I line managed several trainers who worked on a part time basis. Their patterns of work were fluid and changed every month dependent on the training courses we were delivering. This meant it was my responsibility to communicate with colleagues when their number of hours &amp; work pattern changed.</p> <p>I was responsible for communicating the changes to ensure that all staff were aware of the situation and the customers received the contracted training in the correct rooms and at the correct times without any problems (ie the trainer forgot their work pattern and didn't turn up to work).</p> <p>When new work patterns were decided I would confirm all changes with my manager, to clarify who was working and when. I would then produce individual timetables/work patterns for each member of the training staff. I would also produce a timetable which detailed all trainers' activity during this period and in the training centre.</p> <p>I spoke with each trainer, explaining their new work pattern and handing them the hard copy of their individual work pattern. I would direct them to the overview timetable which I would place on the staff notice board. I spoke with each trainer in a private room, so if they had any potential problems with delivering the training, they were able to let me know in confidence &amp; private.</p> <p>I would then email each trainer with an electronic copy of their individual work pattern and the overview of the training being delivered in the centre. It is company policy to ensure that each member of staff is formally informed of their work commitments (via email) so that there is a record of this communication. It is the employees' contractual obligation to check work emails every 3<sup>rd</sup> working day.</p> <p>The three different forms of communication (notice board, email and face-to-face) were preferred by different members of the training staff, by communicating all three ways I was able to ensure all staff were made aware in their preferred method and there was a record of the communication.</p> <p>In addition I notified Reception of all the changes and gave them an overview timetable so they were able to answer any queries by training staff and/or clients.</p>	<p>2.2</p> <p>2.3, 2.4</p> <p>2.1</p>
<p><b>Evidence reference:</b>            CV, Job Description, Expert witness statement, Email example, Individual work pattern example &amp; Centre overview timetable &amp; Company Communication policy document</p>	

LSPG