Apprenticeship Assessment

VQA Level 3 End-Point Assessment for ST0384 Team Leader or Supervisor

Standard Specification

Qualification Number: 610/1004/2

Version Number: 1.2

Contents

Key Information....3
Apprenticeship Summary.... 4
Assessment Methods 4
Presentation with Questions and Answers 5
Portfolio of Evidence.... 10
Professional Discussion....11
Overall Grading 15
Resits and Retakes.... 15
Appeals.... 16

Key Information

Reference:	ST0384
Version:	V1.2
Level:	3
Minimum duration to gateway:	12 months
Typical EPA period:	4 months
Maximum funding:	£4500
Route:	Business and administration
Approved for delivery:	1 June 2016
Date updated:	25/01/2023
Lars code:	105
EQA provider:	Ofqual
Review date:	This standard should be reviewed within three years of its approval

Apprenticeship Summary

Overview of the Role

Managing teams and projects to meet a private, public or voluntary organisation's goals.

Occupation Summary

A Team leader or Supervisor is a first line management role, with operational and project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. They provide direction, instructions and guidance to ensure the achievement of set goals. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours needed will be the same whatever the role.

Key responsibilities are likely to include supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems, and building relationships internally and externally.

Typical Job Titles

Supervisor, Team leader, Project officer, Shift Supervisor, Foreperson, and Shift Manager.

Progression

On completion, apprentices may choose to register as Associate Members with the Chartered Management Institute and/or the Institute of Leadership and Management, to support their professional career development and progression.

Assessment Methods

The end-point assessment (EPA) for this standard consists of two assessment methods/ components:

- Presentation with questions and answers
- Professional discussion underpinned by a portfolio of evidence

Assessment Order

The assessment methods can be delivered in any order.

EPA Window

The EPA will be completed within a period lasting typically of four months, after gateway.

Gateway Considerations

Before the apprentice can start their EPA, the training provider is required to upload the following:

- Photo ID
- Portfolio of evidence

At gateway, the training provider is also requested sign a declaration to confirm that the English and maths requirements have been met in line with the funding rules.

Presentation with Questions and Answers

This assessment can be conducted face-to-face or remotely.

The presentation will typically last 20 minutes and will be followed by a question and answer session which will typically last 30 minutes, for a total assessment time of 50 minutes (+10% at the End-Point Assessor's discretion, split in any proportion across the assessment).

Presentation

Apprentices will prepare and deliver a presentation (followed by questions and answers) based on topic(s) covered within the apprenticeship, as follows:

- Reviewing ways to reduce cost and increase efficiency in a business environment.
- Supporting teams to be high performing.
- Reviewing organisational strategy and culture within the organisation.
- Implementing a performance management process within a team or business unit.
- Data management and technologies used in business.
- Supporting your team through a period of change within your organisation.
- Reviewing leadership strategies and equality in the workplace.
- Managing a difficult situation within your team.

Apprentices are free to choose the medium in which to present, such as a PowerPoint/Keynote presentation, handouts or a poster.

Once the title has been set, apprentices will have two weeks to prepare and submit a copy of their presentation materials, such as slides or handouts.

Within four weeks after the title is set, the apprentice will deliver the presentation to the End-Point Assessor. The presentation will typically last 20 minutes. The End-Point Assessor has the discretion to extend the total assessment time by up to 10%. They may do this to allow the apprentice to finish their final point during the presentation.

If the presentation lasts longer than 20 minutes this will result in the question and answer lasting less than 30 minutes to ensure compliance with the total assessment time of 50 minutes.

The presentation should provide a summary of apprentice's role as a Team Leader or Supervisor, what they do and how this is relevant to their role and organisation.

The presentation should cover the following elements:

- Identification of the topic areas being covered within the presentation.
- Overview of the activities undertaken relating to the topic area and how these related to their role.
- Results of chosen activity and lessons learned.
- What was achieved as a result of the activities.

If an apprentice fails the presentation, they will be offered the opportunity of a resit or retake. In such cases, the presentation title will remain the same.

Once the intent to resit or retake has been confirmed, the apprentice will have two weeks to resubmit presentation materials to the End-Point Assessor.

Question and Answer Session

Following the presentation, there will be a question and answer session that will typically last up to 30 minutes**.** The End-Point Assessor has the discretion to extend the total assessment time by up to 10% to allow the apprentice to finish their final answer or point. No new questions will be asked after the time limit has been reached.

During the question and answer session, the End-Point Assessor will ask a minimum of five questions, with one question from each of the following groups:

- Team Building and Development
- Communication
- Organisational Culture and Strategy
- Problem Solving
- Data Analysis.

The purpose of these questions is to confirm the apprentice's understanding of their presentation and how it demonstrates the relevant KSBs, giving the apprentice the opportunity to achieve the highest possible grade. The End-Point Assessor may also ask follow-up questions to seek clarification.

Grading

This assessment is graded as distinction, pass or fail according to the grading criteria.

To achieve a pass in this assessment, the apprentice must meet all the pass criteria. To be awarded a distinction, they must meet all the pass criteria and all the distinction criteria.

If the apprentice does not meet all the pass criteria, this assessment will be graded as a fail.

Presentation with Questions and Answers - KSBs and Grading Criteria

Team Building and Development	
Pass	Explain how they use knowledge of leadership styles and facilitation of cross team working, to develop their team and individuals and improve performance and how this helps them to drive their team to meet their objectives. (K1.1, K3.2, B1.1)
	Demonstrates how they support the development of the team and manage change to deliver organisational objectives, through coaching, role modelling and the use of resources and prioritising work allocation. (S1.2, S5.3)
	Adapt their approach where required, to accommodate specific needs of individual team members. (S1.2)
Dist.	Analyse the effectiveness of appropriate academic theories and models and incorporates them appropriately in their approach to leadership and team building. (K1.1, S1.2)

K1 Leading People	K1.1 Understand different leadership styles and the benefits of coaching to support people and improve performance. (D)
K3 Building Relationships	K3.2 Know how to facilitate cross team working to support delivery of organisational objectives.
S1 Leading People	S1.2 Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively. (D)
S5 Operational Management	S5.3 Ability to organise, prioritise and allocate work, and effectively use resources.
B1 Takes responsibility	B1.1 Drive to achieve in all aspects of work.

Communication	
Pass	Select appropriate communication manner and medium to build and manage an effective relationship with customers and adapt their approach to suit their audience. (K4.1, S3.3)
	Describes, with examples, how they have chaired meetings, when they have presented to team/management, and how they facilitated the contributions of others. (S4.1)

Communication		
	Explains how to approach challenging conversations, how to raise concerns and how to provide constructive feedback. (K4.2)	
Dist.	Evaluates how they build rapport with their audience, including customers and how this can be negatively and positively impacted on by the different communication approaches and styles (e.g. verbal, non-verbal, written, visual and digital/electronic). (K4.1, S3.3)	
	Regulate the flow of conversations in the meetings they lead and compensate for both dominant and quiet voices to be heard equally. (K4.2, S4.1)	
K4 Communication		K4.1 Understand different forms of communication and their application. (D)
		K4.2 Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns. (D)
S3 Building Relationships		S3.3 Building relationships with customers and managing these effectively. (D)
S4 Communication		S4.1 Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. (D)

Organisational Culture & Strategy		
Pass	Explains the importance of an organisational culture, what it is influenced and informed by, and its responsibility to equality, diversity and inclusion. (K1.2)	
	Describe how an organisational strategy is arrived at, and how both the strategy and culture are cascaded through an organisation, how they remain flexible in delivering it and how targets are achieved, and outcomes monitored. (B3.1, K5.1, S1.1, S5.1)	
Dist.	Analyses how culture can affect individuals in different ways and how different cultures can impact on team working and strategy. (K1.2, S5.1)	
	Explains the impact their communication of operational plans has had on the deliverable actions for their team, and the steps they then took to mitigate any adverse effects arising from this communication. (K5.1, B3.1)	
K1 Leading People:		K1.2 Understand organisational cultures, equality, diversity and inclusion. (D)

Organisational Culture & Strategy	
K5 Operational Management	K5.1 Understand how organisational strategy is developed.
S1 Leading People	S1.1 Able to communicate organisation strategy and team purpose, and adapt style to suit the audience.
S5 Operational Management	S5.1 Able to communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes. (D)
B3 Agile	B3.1 Flexible to the needs of the organisation. (D)

Data Analysis	
Pass	Use data, including collection, management and analysis, to create reports which support their decision making. (K5.3, K10.2, S5.4)
Dist.	Evaluates how their analysis and management of either qualitative or quantitative data or different technologies has led, or will lead, to improved quality, efficiency or productivity within their organisation. (K.5.3, K10.2, S5.4)
K5 Operational Management	K5.3 Understand data management, and the use of different technologies in business. (D)
K10 Decision Making	K10.2 Understand how to analyse data to support decision making. (D)
S5 Operational Management	S5.4 Able to collate and analyse data and create reports. (D)

Problem Solving	
Pass	Applies problem solving and decision making techniques. Explains how they take a positive and adaptative approach to change within their organisation, describing when they have shown accountability for personal and team objectives and resilience in challenging situations and an ability to adapt both their approach and that of their team, to operational change and challenges within their organisation, escalating issues when required. (K10.1, S5.2, S10.1, B1.2)

Problem Solving	
	Presents strategies to implement operational and/or team plans and manage resources. Identifies challenges and responds to feedback from their team and others to positively and proactively make business and delivery decisions, adapting plans and managing change to identify solutions.(K5.2, B3.3)
	Explains approaches taken to manage stakeholder and customer relationships which makes reference to emotional intelligence and conflict management techniques. (K3.1, B1.3)
	Describes how they work creatively, innovatively and are enterprising when seeking solutions to business needs. (B3.2)
Dist.	Analyses the successes and learning points from a period of change their organisation has experienced, and describes how the team leader's role enables their team to clearly understand success criteria. (K3.1, S5.2, B3.2, B3.3)
K3 Building Relationships	K3.1 Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. (D)
K5 Operational Management	K5.2 Know how to implement operational/team plans and manage resources and approaches to managing change within the team. (D)
K10 Decision Making	K10.1 Understand problem solving and decision making techniques.
S5 Operational Management	S5.2 Able to adapt to change, identifying challenges and solutions.
S10 Decision Making	S10.1 Use of effective problem solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.
B1 Takes responsibility	B1.2 Demonstrates resilience and accountability.
	B1.3 Determination when managing difficult situations.
B3 Agile	B3.2 Is creative, innovative and enterprising when seeking solutions to business needs. (D)
	B3.3 Positive and adaptable, responds well to feedback and need for change. (D)

Portfolio of Evidence

To underpin the professional discussion, apprentices must produce a portfolio of evidence.

The portfolio should typically include 20 pieces of evidence.

The portfolio should contain written accounts of activities that have been completed and referenced against the relevant knowledge, skills and behaviours (KSBs) that will be assessed by the professional discussion, supported by appropriate evidence, such as:

- video/audio extracts
- written statements
- project plans
- papers or reports written by the apprentice
- minutes
- observation reports
- presentations
- feedback from managers, supervisors or peers
- papers or reports written by the apprentice
- CPD Log
- Personal development plan
- performance reviews.

Any employer contributions to the portfolio of evidence should focus only on direct observation (a witness statement for example) rather than opinions.

This is not a definitive list; other evidence sources are allowable. However, all evidence provided must be valid and attributable to the apprentice.

Reflective accounts and self-evaluation cannot be included as evidence.

Apprentices must provide evidence for all the KSBs assigned to the professional discussion.

The portfolio of evidence will not be directly assessed by the End-Point Assessor; it will underpin the professional discussion.

Professional Discussion

The professional discussion can take place face-to-face or remotely.

The training provider will submit the portfolio of evidence at gateway. The End-Point Assessor will then have two weeks to prepare questions for the professional discussion based on the contents of the portfolio and relevant to the KSBs assigned to this assessment. The End-Point Assessor will not directly assess the portfolio.

The professional discussion will last 60 minutes. A 10% variance is permitted at the End-Point Assessor's discretion to allow the apprentice to finish their final answer or point. No new questions will be asked after the time limit has been reached.

The End-Point Assessor will ask a minimum of six competency-based questions.

During the discussion, the apprentice may refer to their portfolio and to notes.

Grading

This assessment is graded distinction, pass or fail according to the grading criteria.

To achieve a pass in this assessment, the apprentice must meet all the pass criteria. To be awarded a distinction, the apprentice must meet all the pass criteria and all the distinction criteria.

If the apprentice does not meet all the pass criteria, this assessment will be graded as a fail.

Professional Discussion - KSBs and Grading Criteria

Building a High Performance Team	
Pass	Describes how they developed a high performing and motivated team by setting a fair, consistent and impartial example; setting, monitoring and supporting operational and personal objectives; building trust and using their understanding of team dynamics, management models, emotional intelligence, active listening and learning styles; and leading by example. (K2.1, K8.2, S2.1, S2.2, B4.1)
	Describes, with examples, when they have shared good practice with, and provided direction and constructive feedback to, their team (and more widely), including how they actively listened and were fair, consistent and impartial in their approach (S3.2, S4.2, B2.1).
	Explains how they have built trust within and across the team, managed conflict and demonstrated effective influencing and negotiation skills. (S3.1)
Dist.	Evaluates motivational practices and their benefits and drawbacks (e.g. recognition, reward, enrichment, consultation) and deploys them in their approach to team building. (K2.1, S2.1)
	Evaluates the principles of active listening and their benefits and deploys them appropriately in their approach to team management. (S4.2)
K2 Managing People	K2.1 Understand people and team management models, including team dynamics and motivation techniques.(D)
K8 Awareness of Self	K8.2 Understand learning styles, feedback mechanisms and how to use emotional intelligence.

Building a High Performance Team	
S2 Managing People	S2.1 Able to build a high-performing team by supporting and developing individuals, and motivating them to achieve. (D)
	S2.2 Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.
S3 Building Relationships	S3.1 Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts.
	S3.2 Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams.
S4 Communication	S4.2 Use of active listening and provision of constructive feedback. (D)
B2 Inclusive	B2.1 Open, approachable, authentic, and able to build trust with others.
B4 Professionalism	B4.1 Sets an example, and is fair, consistent and impartial.

Project Management	
Pass	Explains the project lifecycle and how they have employed relevant project management tools to deliver a project against targets, taking effective actions to monitor and manage resources, risks and budget. (K6.1, K6.2, S6.1)
	Monitors performance and takes appropriate and timely corrective action as required to support a successful project outcome. (S6.2)
Dist.	Evaluates how they have adapted known project management tools and approaches to suit the needs of their organisation. (S6.2)
K6 Project Management	K6.1 Understand the project life cycle and roles.
	K6.2 Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools)
S6 Project Management	S6.1 Able to organise, manage resources and risk, and monitor progress to deliver against the project plan.
	S6.2 Ability to use relevant project management tools and take corrective action to ensure successful project delivery. (D)

Organisational Governance		
Pass	Explains their application of organisational governance, compliance and performance management techniques to deliver value for money, and monitor budgets to ensure costs do not overrun. (K2.2, K7.1, K7.2, S7.1)	
	Describes how they operate within their organisation's values (B4.3)	
Dist.	Evaluates the importance of organisational governance and compliance from a corporate, legal and budgetary standpoint, and describes how appropriate governance and HR practices can positively impact their team and the wider organisation. (K2.2, S7.1, B4.3)	
K2 Managing People		K2.2 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. (D)
K7 Finance		K7.1 Understand organisational governance and compliance, and how to deliver Value for Money. (D)
		K7.2 Know how to monitor budgets to ensure efficiencies and that costs do not overrun.
B4 Professionalism		B4.3 Operates within organisational values (D)
S7 Finance		S7.1 Applying organisational governance and compliance requirements to ensure effective budget controls.

Managing Self		
Pass	Explains what the implications of unconscious bias are, and the approaches they take to promote inclusivity within their workplace. (K8.1)	
	Describes how they are open and honest in their approach to planning, time management and managing themselves and others, and how they reflect upon, seek and apply feedback on their own performance when creating their personal development plan, and managing their work and performance (K9.1, S8.1, S9.1, B2.2, B4.2)	
Dist.	Describes how they have used known management tools and theories to improve to their performance based upon feedback received. (S8.1)	
K8 Awareness of Self		K8.1 Know how to be self-aware and understand unconscious bias and inclusivity.

Managing Self	
S8 Self-Awareness	S8.1 Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.
K9 Management of Self	K9.1 Understand time management techniques and tools, and how to prioritise activities and approaches to planning.
S9 Management of Self	S9.1 Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.
B2 Inclusive	B2.2 Seeks views of others.
B4 Professionalism	B4.2 Open and honest.

Overall Grading

This standard is graded distinction, pass or fail. Each assessment component is graded individually. Once an apprentice has completed all assessment components, the grades are combined as described in the table below to determine an apprentices overall grade.

Presentation with Questions and Answers	Professional Discussion Underpinned by a Portfolio of Evidence	Overall Grade
Pass	**Pass**	**Pass**
	Distinction	
Distinction	**Pass**	
	Distinction	**Distinction**

A fail in any assessment component will result in a fail overall.

Resits and Retakes

If an apprentice fails any of the assessment components, they will be eligible for a resit or retake.

If an apprentice requires a resit or retake, their grade for that component will be capped at a pass, unless VQA determines there are exceptional circumstances.

Resits are typically completed within one month of the fail notification. Retakes will depend on the amount of study that is required and are typically completed within three months of the fail notification.

Appeals

VQA's Appeals Policy, including time frames, can be found here.

www.vqa.org

Copyright © 2026 VQA. All rights reserved.

Company number 07827508.

Registered address: Crossgate House, Cross Street, Sale, England, M33 7FT.