



End-Point Assessment

Team Leader or Supervisor Level 3 (V1.2)

Support Pack

nqual.

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INTRODUCTION

This document sets out the requirements, advice, and guidance for the End-Point Assessment (EPA) of the Level 3 Team Leader or Supervisor apprenticeship standard. This document is designed for apprentices, employers and training providers involved within the End-Point Assessment of an apprentice studying Level 3 Team Leader or Supervisor.

An apprentice for Level 3 Team Leader or Supervisor should have a minimum of 12 months learning prior to End-Point Assessment.

The document is divided into sections covering all the relevant aspects of EPA for Level 3 Team Leader or Supervisor.

Should you require further information other than the guidance in this document, then please do not hesitate to contact admin@nqual.co.uk

Within this guide you will find references to End-Point Assessments. This information has been outlined in the Institute for Apprenticeships and Technical Education, Team Leader, or Supervisor Assessment Plan. For reference, you can find this document.

[Team Leader or Supervisor L3 EPA Plan](https://www.instituteforapprenticeships.org/Team-Leader-or-Supervisor-L3-EPA-Plan)
(www.instituteforapprenticeships.org)



EPA TIMESCALE

Register with
NQual

Training Providers should register apprentices for EPA with NQual a minimum of 90 days before assessment. Providers will pay a registration fee of £30.

This is when the employer, apprentice, and training provider confirm that the apprentice is ready for End-Point Assessment. All evidence should be uploaded to NQual a minimum of 30 days prior to EPA.

Gateway

EPA Booking

The training provider should complete the booking section on the Gateway Form or training providers can arrange the booking via ACE360. NQual will confirm booking within 48 hours.

NQual will send an invoice for the remaining fee once EPA is approved.

EPA Approved

Assessment

The apprentice will complete a Presentation with Q&A and a Professional Discussion Underpinned by a Portfolio of Evidence.

Results will be communicated within 10 working days of final assessment. If the apprentice passes, NQual will send details to the apprentice and training provider containing an EPA results document. If the apprentice fails, NQual will send details to the learner and training provider outlining feedback and next stages.

Results

GATEWAY

This section outlines the requirements an apprentice must have met in order to complete their End-Point Assessment.

Once the employer is fully satisfied that the apprentice has the knowledge, skills and behaviours set out within this standard, the employer can formally confirm that the apprentice is ready for EPA via the Gateway.

Gateway requirements for Team Leader or Supervisor outline the apprentice must have:

- **Evidence of achieving relevant maths and English qualifications if required by funding regulations or the employer**
- **A completed Portfolio of Evidence ready to submit**

The Gateway form must be sent to NQual a minimum of 30 days before End-Point Assessment is carried out, along with the evidence listed above.

All EPA activity will take place no later than 4 months from Gateway.

You can find the NQual Gateway form by emailing: admin@nqual.co.uk

PORTFOLIO OF EVIDENCE

As part of the apprenticeship, apprentices are required to prepare a Portfolio of Evidence which will be developed on programme to demonstrate their practice in achieving the knowledge, skills, and behaviours (KSBs) associated with the professional discussion.

The on-programme portfolio that will inform the Professional Discussion might include observations (key component of your portfolio), witness statements, Q&A, professional discussions, 360-degree feedback, product evidence, progress reviews and development plans (*please note that this is not an exhaustive list. Reflective accounts and self-evaluation cannot be included as evidence).

COMPONENTS OF END-POINT ASSESSMENT

The End-Point Assessment for Team Leader or Supervisor includes two assessment methods. These are a Presentation with Q&A and a Professional Discussion Underpinned by a Portfolio of Evidence, which are outlined within this support pack in further detail.

Presentation with Questions and Answers

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

This assessment method will be set post-Gateway which ensures the reliability and validity of the EPA. The period between the apprentice's submission and the actual assessment, allows the independent assessor time to prepare appropriate questions pertinent to the presentation.

The presentation will allow the apprentice to demonstrate their knowledge, skills and behaviours relating to the KSBs assigned to this assessment method. Questions and answers following the presentation will assess KSBs not evidenced through the presentation and/or depth of understanding to assess performance against the distinction criteria.

The presentation should provide a summary of the apprentice's role as a team leader and what they do and how this is relevant to their role and organisation. It should focus on how they tackle current topics and will cover all KSBs assigned to this method.

The apprentice will be given their presentation title post Gateway, and the topic will be given by NQual.

The presentation will be based on one of the following topics:

- Reviewing ways to reduce cost and increase efficiency in a business environment

- Implementing a performance management process within a team or business unit
- Supporting their team through a period of change within their organisation
- Managing a difficult situation within their team

NQual will take steps to ensure the apprentice is given a presentation title, which allows the apprentice the opportunity to draw on what they have learnt and experienced during their apprenticeship. Once the title has been set, the apprentice has 2 weeks in which to prepare and submit a copy of their presentation. The independent assessor will review the submitted presentation materials ahead of the presentation and prepare relevant questions. NQual will then inform the apprentice of the date for the Presentation with Q&A, which will occur within 4 weeks of the presentation title being set.

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?

The Presentation and Q&A will last 50 minutes plus 10% if required.

The presentation will typically last for 20 minutes and the questioning will typically last for 30 minutes in order to provide scope for the apprentice to demonstrate their full competence. The discretionary additional 10% time can be allocated in any proportion across the presentation and questioning.

To deliver the presentation, the apprentice will have access to:

- PowerPoint or similar slide presentation tool
- Flip chart and writing and drawing materials
- Video
- Computer
- Notes
- Any other requirements as notified to the EPAO on submission of the presentation

Following the presentation, the independent assessor should ask a minimum of 5 questions.

Professional Discussion Underpinned by a Portfolio of Evidence

A Professional Discussion is an in-depth two-way dialogue between the apprentice and the independent assessor. It allows the apprentice to use standardised questions and scenarios as a starting point to explore their own practice and experiences with the independent assessor to show how they demonstrate the occupation's KSBs and that they are occupationally competent.

The portfolio is required to be submitted to NQual at Gateway. The independent assessor can use the contents of the portfolio to identify discussion areas for the Professional Discussion. The Professional Discussion will last 60 minutes. The independent assessor has the discretion to increase the time of the Professional Discussion by up to 10% to allow the apprentice to complete their last answer.

During the Professional Discussion, the independent assessor must combine open ended questions from the NQual's question bank and those generated by themselves.

Independent assessors will select 6 competency-based questions to prompt discussions. Independent assessors may ask further questions for clarification purposes and to allow the apprentice the opportunity to cover the KSBs mapped to this assessment method.

The apprentice and the independent assessor will have access to their own copies of the portfolio throughout the Professional Discussion and both can refer to it as needed.

The portfolio is not directly assessed for this element, it is used as a guide to prompt discussion.

PRESENTATION TOPICS

You are required to undertake a 20-minute presentation followed by a 30-minute question and answer session. Your presentation will be based on one of the following topics:

- 1 Undertake a presentation about how you have reviewed and analysed ways to reduce cost and increase efficiency within your organisation
- 2 Undertake a presentation about how you have implemented a performance management process within a team or business unit
- 3 Undertake a presentation about how you have supported your team through a period of change within their organisation
- 4 Undertake a presentation about managing a difficult situation within your team
- 5 Undertake a presentation about a new project that you have led and managed
- 6 Undertake a presentation about how you have set up and developed a new team within your organisation and how you did this
- 7 Undertake a presentation about how you have made business improvements based on feedback and data. What was the outcome and impact of the improvements and how did you implement them within your team?

Your presentation should cover the following areas:

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

END-POINT ASSESSMENT METHODS TABLE

The below highlights criteria that will be covered in each assessment component. Please review these details as it will provide guidance on what will be covered in each assessment component.

Learning Outcomes	What is Required	Presentation with Q&A	Professional Discussion
Knowledge			
Leading People			
K1.1	Understand different leadership styles and the benefits of coaching to support people and improve performance.	✓	
K1.2	Understand organisational cultures, equality, diversity, and inclusion.	✓	
Managing People			
K2.1	Understand people and team management models, including team dynamics and motivation techniques.		✓
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.		✓
Building Relationships			
K3.1	Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict.	✓	
K3.2	Know how to facilitate cross team working to support delivery of organisational objectives.	✓	
Communication			
K4.1	Understand different forms of communication and their application.	✓	
K4.2	Know how to chair meetings, hold challenging conversations, provide constructive feedback, and understand how to raise concerns.	✓	
Organisational Governance			

K1.2	Explains the importance of an organisational culture, what it is influenced and informed by, and its responsibility to equality, diversity, and inclusion.	✓	
K5.1	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	✓	
Operational Management			
K5.1	Know and understand how organisational strategy is developed.	✓	
K5.2	Know and understand how to implement operational / team plans and manage resources.	✓	
K5.3	Understand data management, and the use of different technologies in business.	✓	
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.		✓
Organisational Governance			
K7.1	Understand organisational governance and compliance, and how to deliver Value For Money.		✓
K7.2	Know how to monitor budgets to ensure efficiencies and that costs do not overrun.		✓
Awareness of Self			
K8.1	Know how to be self-aware and understand unconscious bias and inclusivity.		✓
K8.2	Understand learning styles, feedback mechanisms and how to use emotional intelligence.		✓
Management of Self			
K9.1	Understand time management techniques and tools, and how to prioritise activities and approaches to planning.		✓

Decision Making			
K10.1	Understand problem solving and decision-making techniques.	✓	
K10.2	Understand how to analyse data to support decision making.	✓	
Skills			
Leading People			
S1.1	Able to communicate organisation strategy and team purpose and adapt style to suit the audience.	✓	
S1.2	Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.	✓	
Managing People			
S2.1	Able to build a high-performing team by supporting and developing individuals and motivating them to achieve.		✓
S2.2	Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.		✓
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.		✓
S3.3	Building relationships with customers and managing these effectively.	✓	
Communication			
S4.1	Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management.	✓	
S4.2	Use of active listening and provision of constructive feedback.		✓

Organisational Culture and Strategy			
S1.1	Describe how an organisational strategy is arrived at, and how both the strategy and culture are cascaded through an organisation	✓	
S5.1	Describe how they remain flexible in delivering it and how targets are achieved, and outcomes monitored.	✓	
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.	✓	
S5.2	Able to adapt to change, identifying challenges and solutions.	✓	
S5.3	Ability to organise, prioritise and allocate work, and effectively use resources.	✓	
S5.4	Able to collate and analyse data and create reports.	✓	
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.		✓
Organisational Governance			
S7.1	Applying organisational governance and compliance requirements to ensure effective budget controls.		✓
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.		✓
Management of Self			
S9.1	Able to create an effective personal development plan and use time management techniques to manage workload and pressure.		✓

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.	✓	
Behaviours			
Takes Responsibility			
B1.1	Drive to achieve in all aspects of work.	✓	
B1.2	Demonstrates resilience and accountability.	✓	
B1.3	Determination when managing difficult situations.	✓	
Inclusive			
B2.1	Open, approachable, authentic, and able to build trust with others.		✓
B2.2	Seeks views of others.		✓
Agile			
B3.1	Flexible to the needs of the organisation.	✓	
B3.2	Is creative, innovative, and enterprising when seeking solutions to business needs.	✓	
B3.3	Positive and adaptable, responds well to feedback and need for change.	✓	
Professionalism			
B4.1	Sets an example, and is fair, consistent, and impartial.		✓
B4.2	Open and honest.		✓
B4.3	Operates within organisational values.		✓

GRADING

Grades allocated for each component will be Fail, Pass and Distinction. To achieve an overall Pass, the apprentice must achieve all Pass criteria. To achieve an overall Distinction the apprentice must achieve all Pass criteria and all Distinction criteria.

Grading results will be communicated to the apprentice within 10 working days of completion of the final component.

The final grade will be decided on the following combinations:

Assessment Method 1: Presentation with Q&A	Assessment Method 2: Professional Discussion Underpinned by a Portfolio of Evidence	Overall Grading
Fail	Any Grade	Fail
Any Grade	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Pass
Distinction	Distinction	Distinction

Grading Descriptors for Presentation with Questions & Answers

KSBs	Pass Descriptors	Distinction Descriptors
Team Building & Development K1.1, K3.2 S1.2, S5.3 B1.1	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)	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)
Communication K4.1, K4.2 S3.3, S4.1	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) Explains how to approach challenging conversations, how to raise concerns and how to provide constructive feedback. (K4.2)	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)
Organisational Culture & Strategy K1.2, K5.1 S1.1, S5.1 B3.1	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)	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)

Problem Solving K3.1, K5.2, K10.1 S5.2, S10.1 B1.2, B1.3, B3.2, B3.3	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) 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)	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)
Data Analysis K5.3, K10.2 S5.4	Use data, including collection, management, and analysis, to create reports which support their decision making. (K5.3, K10.2, S5.4)	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. (K5.3, K10.2, S5.4)

Grading Descriptors for Professional Discussion Underpinned by a Portfolio of Evidence

KSBs	Pass Descriptors	Distinction Descriptors
Building a High-Performance Team K2.1, K8.2 S2.1, S2.2, S3.1, S3.2, S4.2 B2.1, B4.1	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)	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)

	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)	
Project Management K6.1, K6.2 S6.1, S6.2	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)	Evaluates how they have adapted known project management tools and approaches to suit the needs of their organisation. (S6.2)
Organisational Governance	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)	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)
Managing Self K8.1, K9.1 S8.1, S9.1 B2.2, B4.2	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)	Describes how they have used known management tools and theories to improve to their performance based upon Feedback received. (S8.1)

Re-sit / Re-take

If an apprentice Fails one or more component, they will be offered the opportunity to re-sit / re-take the component(s). It is then up to the apprentice's employer how many attempts an apprentice is given.

All assessment methods must be taken within a 3-month period, otherwise the entire EPA will need to be resat / retaken.

Where any assessment method must be re-sat or re-taken, the apprentice will be awarded a maximum EPA grade of Pass. Re-sits and re-takes are not offered to an apprentice wishing to move from Pass to a higher grade.

MOCK PROFESSIONAL DISCUSSION

It is the responsibility of the employer and training provider to complete Mock Professional Discussions with the apprentice and the responsibility of the apprentice to ensure they have practiced answering questions for their End-Point Assessment.

Professional Discussion materials will be given to the training providers when registering learners with NQual.

A Mock Professional Discussion should take a maximum of 60 minutes.



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