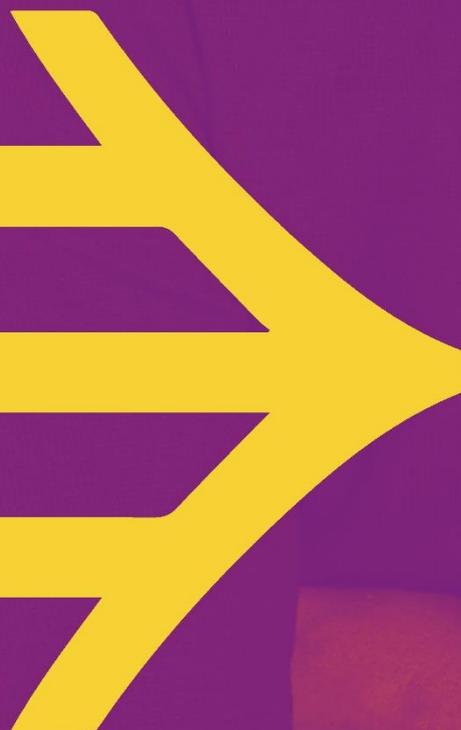




**End Point Assessment  
Guidance for**

# **OPERATIONS MANAGER APPRENTICESHIP**

Version 1.0 September 2019



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## What is EPA?

End Point Assessment (EPA) is the final test of your competence in your chosen occupation as an apprentice. It is designed to test all of your skills and knowledge together, rather than a set of individual tests or assignments for each topic area.

### Why do we have it?

Apprenticeships are different to full-time education. The purpose is to develop and then prove your competence in a particular occupation. End Point Assessment was introduced, for these Standards, in 2017 to make Apprenticeships more rigorous.

### How it relates to the Standard? (Who wrote it? Where is it published?)

The Apprenticeship Standard is the definition of what makes a competent professional in Operations Management. It was written by a group of employer experts in this area and was approved by the Route Panel at the Institute of Apprenticeships.

### What is the Assessment Plan?

The Assessment Plan is part of the standard, developed by employers which sets out how the assessment, including End Point Assessment, should be carried out. You might want to use this link to find out more information:

Operations Manager Standard and Assessment Plan:  
<https://www.instituteforapprenticeships.org/apprenticeship-standards/operations-departmental-manager/>

### Gateway

- The EPA will take place after you have progressed through the Apprenticeship Gateway, and after a minimum of 372 days on programme, (approx. between months 13-18)
- Before you progress through the Gateway you must have successfully passed/completed and submitted your:
  1. Summative Portfolio, show casing your ability to apply the knowledge, skills and behaviours set out in the Level 5 Operations Manager Standard.
  2. Knowledge Test.
  3. Functional Skills in Maths & English.



- To progress through the Gateway you, your line manager and your Skills Coach must confirm you are ready to progress
- We make an internal check before we submit you for EPA with CMI
- You should aim to have your portfolio completed by month 13 in your apprenticeship journey so you can review and refine your portfolio based on our internal check, this will ensure you can progress to gateway in month 15 of your learner journey

## The EPA Elements for Level 5, Operations Manager

The End Point Assessment will test the entire L5 Operations / Departmental Manager Apprenticeship Standard. It requires you to demonstrate that you have achieved all of the knowledge, skills and behaviours required in three stages:

- **Stage 1 - Totalling 30%**
  - o Knowledge Test
- **Stage 2 - Totalling 50%**
  - o Review of portfolio
  - o Competency based interview
  - o Professional discussion relating to CPD log
- **Stage 3 - Totalling 20%**
  - o Work based project
  - o Presentation (including Q&A)

## EPA Grading

The available grades for the Operations Manager Level 5 are: Refer (Fail), Pass (Merit), Pass+ (Distinction).

**Important:** Although there are several elements to the EPA, which are graded separately or individually weighted, they all contribute to one, overall grade.

Grading is done by the independent assessor, based on a holistic view of the apprentice's work and as evidenced through each of the methods of end point assessment.

Here's a breakdown of the elements within the EPA and their grading structure:



● **Stage 1 - Totalling 30%**

1. Knowledge test:

A 60-minute online knowledge test (supervised by your skills coach) made up of 30 multiple-choice questions on leading people, managing people, building relationships, communication, operational management, project management and finance. You'll need to get a minimum of 50% to pass the test.

Referral/Fail	Pass	Pass+
The apprentice is unable to correctly answer 50% (15 or more) of the multiple choice questions.	The apprentice correctly answers 50% (15) of the multiple choice questions.	The apprentice correctly answers over 50% (16-30) of the multiple choice questions.

● **Stage 2 - Totalling 50%**

2. Portfolio: A digital package that showcases 15–20 pieces of your best, recent work and demonstrates that you've met the knowledge, skills and behaviour requirements set out in the apprenticeship standard.

Referral/Fail	Pass	Pass+
The apprentice is unable to clearly evidence their understanding of the learning outcomes and is unable to demonstrate application of this knowledge in their skills and behaviours within a real work environment to achieve real work objectives.	The apprentice clearly evidences their understanding of the learning outcomes and are able to demonstrate application of this knowledge in their skills and behaviours within a real work environment to achieve real work objectives.	In addition to the Pass descriptors the apprentice's portfolio also evidences: <ul style="list-style-type: none"><li>- That the apprentice has demonstrated autonomy</li><li>- That a range of source information has been used and how the apprentice has applied relevant theories, organisational models &amp; concepts with breadth or depth (that goes beyond the minimum required for Pass)</li><li>- Responsibility for actions</li><li>- How they have collected information to inform a</li></ul>

		<p>choice of solutions to standard problems, from within a familiar context</p> <ul style="list-style-type: none"> <li>- How they have carried out defined investigative strategies and communicated results effectively</li> <li>- How the apprentice has demonstrated and/or role modelled the behaviours within the Standard, especially around contact with others, working within a team</li> <li>- Exceeding the requirements of their role</li> </ul>
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3. Professional discussion: On the same EPA day, right after the interview, you'll have a 15-minute professional discussion with the assessor. The discussion will focus on your continuous personal development (CPD) activities over the course of your programme.

Referral/Fail	Pass	Pass+
<p>The apprentice is unable to evidence any additional learning/CPD activity and/or is unable answer the set questions relating to the objective of the activity, reflection upon the outcome or, how the learning gained was applied.</p>	<p>The apprentice is able to evidence at least 1 additional learning/CPD activity, and is able to clearly answer the set questions relating to:</p> <ul style="list-style-type: none"> <li>- The objective of the activity</li> <li>- How they completed reflection on the outcome of the activity</li> <li>- How they applied any learning gained from the activity</li> </ul>	<p>In addition to the pass descriptors, the apprentice provides evidence of multiple learning/CPD activities, and is able to demonstrate how they:</p> <ul style="list-style-type: none"> <li>- Initiated the additional learning/CPD activity</li> <li>- The impact the learning gained has had on self, their role, their team and/or their organisation</li> <li>future commitment to continued professional/personal development</li> </ul>



4. Interview: You will have a 45 minute interview with a CMI independent assessor and answer competency-based questions requiring you to draw on your experiences. This is typically online via Google Hangouts Meet, or a technology of your choice. . Don't worry – the assessor will be friendly and won't be trying to catch you out! It covers both what you have done at work as well as how you have did it.

Referral/Fail	Pass & Pass +
The apprentice is unable to clearly answer at least 6 of the competency based questions and/or is not able to sufficiently demonstrate their knowledge, understanding and application of the standard within a real work environment to achieve real work objectives.	The apprentice clearly answers at least 6 of the questions posed by the Panel and is able to evidence the knowledge, understanding and application of the Standard within a real working environment to achieve real work objectives by drawing upon examples from within their portfolio and throughout their apprenticeship.

● Stage 3 - Totalling 20%

5. Work based Project::

You will have completed a work based project of 3 to 6 months duration. During the EPA you will give a project presentation – opportunity for you to share your project. Questions will be asked by the panel about your project. 30 minutes.

Referral/Fail	Pass	Pass+
The apprentice's work based project: <ul style="list-style-type: none"> <li>- Has no clear purpose/goal and/or is not endorsed by the employer</li> <li>- Does not evidence that a plan was created (before delivery or retrospectively) - Does not evidence an analysis of the key stages completed</li> </ul>	The apprentice's work based project clearly evidences the following key stages: <ul style="list-style-type: none"> <li>- Project Definition, (including purpose / goal, relevance to business case/need, clear objectives and deliverables, employer endorsement)</li> <li>- Project Design (including a project plan identifying key outcomes, controls &amp; milestones</li> <li>- Project Delivery (including an analysis of</li> </ul>	In addition to the pass descriptors the: <ul style="list-style-type: none"> <li>- Definition of the project could include relevance to a complex business case/ need and/or working with multiple stakeholders</li> <li>- Design of the project could include references to stakeholders and communication considerations, to risk, resource and financial considerations and/or visual plan(s) such as Gantt charts</li> <li>- Delivery of the project could include additional evidence of the apprentice acting</li> </ul>

	the project's key stages, on-project activities and application of thinking and problem-solving skills)	with autonomy when planning, managing and organising the on-project activities, ideas generated, the decisions taken and the controls used during the project, how the unforeseen has been accommodated and/or of the impact
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## 6. Work based Project::

This apprentice is required to deliver a presentation to the Panel (15 minutes) that focuses on the outcomes of the Work Based Project and demonstrates what they set out to achieve, what they produced in their report, how they approached the work and how they dealt with any issues

Referral/Fail	Pass	Pass+
<p>The apprentice is unable to present clearly and:</p> <ul style="list-style-type: none"> <li>- Articulate what they set out to achieve, what they produced in their report, how they approached the work and how they dealt with any issues</li> <li>- Could not confirm appropriate interpersonal and behavioural skills</li> </ul>	<p>The apprentice presents clearly and answers the questions posed of them to:</p> <ul style="list-style-type: none"> <li>- Demonstrate what they set out to achieve, what they produced in their report, how they approached the work and how they dealt with any issues</li> </ul>	<p>In addition to the pass descriptors, the apprentice is analytical and critical in their approach and can demonstrate interpersonal and behavioural skills, strong reasoning and logical thinking.</p>

**Grading Criteria:** The final assessment and grading will be undertaken by an independent assessor. Marks will be allocated across the areas being assessed with a maximum possible mark of 100.

### Determining the overall apprenticeship grade:

The grading decision is made after the interview. The grading decision is made on the basis of a holistic assessment of the totality of the evidence presented.



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## Where to find more detailed guidance on each element?

Use this link to find out more:

<https://www.managers.org.uk/apprenticeships-and-epa/end-point-assessment>

## FAQs

Is it hard?

- *You certainly shouldn't underestimate the End Point Assessment. It is a robust and rigorous test of your competence in your role, but our programme and support from Coaches and Tutors is designed specifically to support you to pass the EPA*

What happens if I am referred?

- *If you are referred, your Skills Coach will work with you to review and address the area/s for which you require further learning and development, you will be resubmitted for EPA when you, your line manager and Skills Coach confirm you are ready to progress*

Who issues certificate? How long will it take?

- *Upon EPA completion, the EPA organisation apply to IFATE for the certificate, IFATE then send the certificate to the named person at the apprentice's employers*
- *It will take the IFATE 4-6 weeks to issue the certificate*

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