



## STANDARD ASSESSMENT SPECIFICATION

Level 3

**Business Administrator**

This version of the specification is applicable to  
all new starts from 1<sup>st</sup> January, 2021

### Disclaimer note

Information made accessible through this document is as provided from the current published standard and assessment plan.

Guidance throughout our specification will be subject to final amends once there is an updated published standard and assessment plan.

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## Introduction

### Innovate Awarding

Innovate Awarding is an End-point Assessment Organisation approved by the Education and Skills Funding Agency (ESFA) and a nationally regulated Awarding Organisation with a collaborative approach to doing business. We work with employers and training providers to deliver fit for purpose End-point Assessment and qualification services in a number of sectors. For further information, please see our website, [www.innovateawarding.org/apprenticeship-standards/end-point-assessment](https://www.innovateawarding.org/apprenticeship-standards/end-point-assessment).

### Apprenticeship overview

The apprenticeship is a firm grounding in organisational operations and functional processes, as well as the wider working environment. The role of a business administrator is to support and engage with different parts of the organisation and interact with internal or external customers. With a focus on adding value, the role of business administrator contributes to the efficiency of an organisation through support of functional areas, working across teams and resolving issues as requested. The Business Administrator apprenticeship provides a highly transferable set of knowledge and skills which can be gained working across an organisation and it's processes to allow the apprentice to develop a wide range of administration skills and the flexibility to apply them to a range of contexts.

STANDARD NAME	Business Administrator
LEVEL	3
SECTOR	Business Administrator
PROGRAMME DURATION	12 to 18 months
MINIMUM TIME ON PROGRAMME	12 months
EPA DURATION	3 months
EPA METHODS	<ul style="list-style-type: none"><li>Knowledge test</li><li>Portfolio-based interview</li><li>Project/improvement presentation</li></ul>
OUTCOMES	Fail, Pass, Distinction
EXTERNAL QUALITY ASSURING CENTRE	Institute for Administrative Management

### Who is the apprenticeship for?

The apprenticeship is for administrators who are developing, implementing, maintaining and improving administrative services. In doing so, the apprentice is expected to work independently and take responsibility for the outcomes of their work, with support of the employer and the training provider. Through working across functional areas, apprentices build team relationships quickly and learn from others to develop specific skill sets.

### Role of Innovate Awarding

Innovate Awarding is the End-Point Assessment organisation which will complete all aspects of the End-point Assessment requirements for the apprenticeship. Innovate Awarding will provide information on the processes that enable employers and training providers to support the apprentice to achieve the End-point Assessment.

### Support Materials

Support materials provided include:

- Mock assessment records
- Mock MCQ tests
- Assessment specification
- Assessment guidance
- Apprentice end-point assessment journey

## On Programme Requirements

The on-programme learning and development will be agreed between the training provider and employer, or internally if training is delivered by an employer-training provider.

## Gateway

To qualify for End-point Assessment, the apprentice must pass through the gateway. To do this, they need to:

- achieve Functional Skills for Maths and English at level 2.

The employer and training provider/employer-provider must confirm that the apprentice is ready to complete the End-point Assessment before they can pass through the gateway by reviewing the Portfolio of Learning and performance of the apprentice in meeting the standard. This will be checked at the gateway meeting and documented on 'EPA Pro'. This notifies Innovate Awarding that the apprentice is ready for their End-point Assessment and the End-point Assessment planning meeting needs to be organised.

## Module Overview

The modules are the titles of the knowledge, skills and behaviours listed in the standard.

MODULES	ASSESSMENT METHODS		
	Knowledge test	Portfolio-based interview	Project/improvement presentation
The organisation	✓	✓	
Value of their skills		✓	
Stakeholders			✓
Relevant regulation	✓	✓	
Policies		✓	
Business fundamentals	✓		
Processes			✓
External environment factors	✓	✓	
IT		✓	
Record and document production		✓	
Decision making			✓
Interpersonal skills		✓	✓
Communications		✓	✓
Quality		✓	
Planning and organisation			✓
Project management	✓		✓
Professionalism		✓	
Personal qualities		✓	✓
Managing performance		✓	
Adaptability		✓	✓
Responsibility			✓

## End-point Assessment

The End-point Assessment requires the apprentice to demonstrate that they have achieved the requirements of the apprenticeship standard.

### What will the End-point Assessment look like?

A planning meeting will take place once the gateway has been passed and the apprentice has been deemed ready for the End-point Assessment.

The purpose is to:

- plan when the assessments will take place
- identify the requirements of each assessment method
- answer any questions or concerns the apprentice may have about the assessment process
- aid in the preparation requirements for End-point assessment (e.g. arranging access, facilities and resources)

The End-Point Assessment will use three assessment methods:

1. a knowledge test
2. a portfolio-based interview
3. a project/improvement presentation

### What is the knowledge test?

The knowledge test is an online test that covers the knowledge element of the standard. The knowledge test is a multiple choice examination and reflects different scenarios and situations that are covered within the standard. A breakdown of the knowledge criteria within the standard can be found within the Apprenticeship Standards Amplification section of this specification. The test focuses predominantly on non-organisation-specific knowledge listed in the standard, this includes relevant regulation and laws, business fundamentals and project management principles. The knowledge test should typically be passed before the other assessments can be taken.

The knowledge test will be completed online and will be invigilated under exam conditions. The knowledge test will consist of 50 equally weighted questions and the apprentice will be given 60 minutes to complete. This will need to be discussed at the initial planning meeting. For information regarding adjustments and special considerations to assessments, please see our Reasonable Adjustments and Special Considerations Policy.

### What is the portfolio-based interview?

The interview is for 30–45 minutes with the portfolio of learning providing a structure for the conversation. The portfolio should provide at least one piece of evidence for each of the minimum knowledge, skills and behaviours (KSBs) outlined in the amplification. This should be submitted to the EPAO a month prior to interview. Evidence is gathered on-programme and the employer should facilitate this through relevant tasks and support, as outlined in the Amplification section. The training provider should provide support where needed. The employer and training provider should review the portfolio with the apprentice and make a judgement on whether they should pass the gateway. The interview assesses understanding and learning shown in the Portfolio, the Portfolio is not directly assessed.

The interview assesses:

- understanding of the portfolio to validate competence shown
- the apprentice's self-reflection of performance, providing evidence of their knowledge and how skills and behaviours have been applied
- the apprentice's judgement and understanding by explaining appropriate examples.

The portfolio of learning must contain evidence of:

- a minimum of 8–12 pages is expected for consistency
- at least one of each of the minimum knowledge, skills and behaviours as outlined in the assessment method
- practical observation and/or evaluation by the employers to be included, such as acknowledgement of a skill shown or evidencing work completed on a particular project with manager, comments, which is then discussed at interview
- **Note:** the portfolio is not directly assessed; it is used to frame discussion at interview, where KSBs are to be demonstrated

The evidence contained within the portfolio will vary on an individual basis. However, to support the apprentice in their interview, we recommend the following evidence types:

- Observations (completed by the on–programme assessor (written or voice recorded))
- Performance reviews (completed by the employer)
- Ongoing professional discussions on projects and assignments (completed by the on–programme assessor (written or voice recorded))
- Feedback from line managers, peers and direct reports
- Reports
- Presentations
- Personal statements (written or voice recorded)
- Work product evidence (with additional explanations of the task/s completed and the role the apprentice took)
- Questions and answers set by the on–programme assessor
- Project work
- Witness statements supporting the work
- Case studies
- Evidence of attendance at study days and training courses with reflective notes

The interview can be conducted using a range of media (telephone, live media, online or written), whichever is the most appropriate for the apprentice. It is expected that interviews will be conducted via remote methods. There is only one competence–based interview and this will cover the requirements for all the included modules.

### What is the project/improvement presentation?

The apprentice delivers a presentation to the End–point Assessor on a project they have completed or a process they have improved. The presentation lasts 10–15 minutes, with a further 10–15 minutes for a Q&A session.

The project is completed from month 9 of the apprenticeship and should be completed prior to gateway being passed. The project is submitted at the gateway review. The End–point Assessor will provide a question to answer in the presentation, 7 days prior to the presentation date. The presentation must be scheduled at least 10 days after the planning meeting. Types of questions issued by the End–point Assessor will include:

- how have you improved a process or operating practice?
- what were the steps you took to implement the project?
- what worked well and how would you improve the results in future?

The project evidence should be sufficient to cover the full range of activities completed within the project and is separate to the presentation. Innovate does not stipulate the format of the project evidence however recommend providing a detailed account of the project to ensure thorough understanding of the project by all parties prior to the presentation. A project report is recommended as the most effective method to achieve this.

The presentation should summarise the aim, outcome and responsibilities of the knowledge, skills and behaviours shown in the project. The presentation should demonstrate how the apprentice approached a task and the skills shown in doing so, building towards how they would improve the results in the future.

The presentation is scored out of 100 marks.

The presentation should be produced using Microsoft Office PowerPoint or Prezi, demonstrating a minimum level of IT skills. Further requirements:

- the project is completed from month 9 of the apprenticeship and should be completed prior to EPA being triggered
- a project or process improvement should account for 21–35 working hours, over the apprenticeship
- it must be work–based, incorporating scoping, planning, managing, communicating to stakeholders, monitoring and reporting results
- the apprentice chooses the project/process improvement with the guidance of the employer and training provider.
- the apprentice can deliver the project/process improvement with Power–point slides where there may be points of expansion.  
the apprentice should be aiming for delivering the full presentation within the time limit. Delivering within time frames is an important workplace skill and the apprentice should practice their skills to do as such.
- A slide count of 10–12 slides should be adequate to deliver and conclude this presentation.

## Apprenticeship Standard Amplification

### Module 1 The organisation

Understand the organisational purpose, activities, aims, values, vision for the future, resources and the way that the political/economic environment affects the organisation

#### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard
K1	Describe the purpose of own organisation	
K2	Describe the activities of own organisation	
K3	Outline aims, values and vision of own organisation	
K4	Outline the resources available within own organisation	
K5	Describe the effects of the political and economic environment on own organisation	

#### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard
K1	Purpose: reason for existing	
K2	Activities: The actions taken to meet the needs of the organisation's customers	
K3	Aim: The goal that the business is trying to achieve Values: The basis of the organisation's being used to devise all policies and processes and differentiate itself from others Vision: A future aim that the organisation is striving to achieve. Where possible, this should link to the apprentice's organisation	
K4	Resources could include: time, finances, physical materials, labour/workforce, technology	
K5	Identify a range of political and economic factors affecting the organisation	

Political factors: a change in government, new legislation, national minimum wage, national living wage, employment law, corporate business tax

Economic factors: skills shortages, currency exchange rate, recession, depression, deflation, inflation rate, effect of pandemics on organisations, employment/unemployment rates, Value added tax (VAT), interest rates, trade restrictions and tariffs, national minimum wage, national living wage, share price, tax incentives

Understand the impact of political and economic factors on the organisation

### Module 2 Value of their skills

Know about organisational structures, own role within organisation and how work contributes to own organisation

#### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard
K1	Describe organisational structures used in own organisation	
K2	Describe how own work contributes to organisational output	
K3	Outline own role within team	
K4	Describe how own skills contribute to career progression	

#### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard
K1	Structure: Handy's organisational structure	
K2	Organisational contribution could include: strategic objectives, operational objectives, departmental and team objectives, individual objectives, KPI's	
K3	Knowledge of how they fit: roles and responsibilities, job description, person specification, lines of reporting, organisational chart Individuals' skills: the impact of deploying skills within the team and its effect on the individuals career progression Scope of role includes how own activities contributes to the team's output	
K4	Career progression: career development goals, personal development goals, appraisals and reviews, continual professional development, personal development planning, skills matrix, talent planning, succession planning. Individuals' skills deployed within the team and the impact on the team and the individual's career progression Continuous Personal development (own personal development) and an understanding how it fits into the organisation	

### Module 3 Stakeholders

Know how to manage stakeholders and engage with stakeholders, partners and suppliers

#### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Describe how to manage stakeholders within own organisation		S1	Liaise with stakeholders to achieve results, in line with organisational aims	
K2	Describe stakeholder relationships within an organisation		S2	Build constructive relationships with stakeholders in line with sector standards	
			S3	Engage and foster relationships with suppliers and partner organisations	

#### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard	Ref	Skill	Maps to standard
K1	Stakeholders should be considered from an internal and external perspective. Relevant techniques include identifying, clarifying and delivering on expectations. Techniques may include: Stakeholder engagement, supplier relationship management (SRM) stakeholders' agenda.		S1	Stakeholders could include: internal/ external customers, suppliers, colleagues, managers and community members, from inside or outside the UK	
K2	Differing stakeholder relationships: stakeholder analysis, service level agreements (SLAs), stakeholder salience, stakeholder power versus interest grid.		S2	Evidence should show that apprentices have followed principles of stakeholder management while working with stakeholders	
			S3	Evidence should show that positive outcomes have been achieved with stakeholders	

### Module 4 Relevant regulation

Understand laws and regulations that apply to their role including data protection, health and safety, compliance, etc. Support the company in applying the regulations.

#### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Outline legislation and regulations relevant to own role		S1	Follow legislation and regulations within own organisation	
			S2	Promote adherence to relevant laws and regulations within own organisation	

#### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard	Ref	Skill	Maps to standard
K1	<p>Legislation includes:</p> <p>General Data Protection Act (2018), General Data Protection Regulation, definition of personal data, categories of personal data. Role of the data controller</p> <p>Health and Safety at Work Act (1974), responsibilities of employers and employees, risk assessment, types of hazards, first aid, personal protective equipment (PPE), display screen equipment (DSE), manual handling</p> <p>Working Time Regulations (1998)</p> <p>Equality Act (2010), protected characteristics, types of discrimination</p> <p>Consumer Rights Act (2015)</p> <p>Employment legislation: terms and conditions, implied and express terms, staff handbooks, policies and procedures appertaining to employment legislation.</p>		S1 / S2	Policy and procedures: health and safety, data protection and confidentiality, terms and conditions, staff handbook, equality and diversity.	

## Module 5 Policies

Understands the organisation's internal policies and key business policies relating to sector

### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Describe own organisation's internal policies		S1	Follow the organisation's internal policies	

### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard	Ref	Skill	Maps to standard
K1	The apprentice will need to include sector related policies Internal policies could include: employee conduct, attendance and time off, electronic policy. communication, maternity/ paternity and adoption, bullying and harassment, performance management, disciplinary and grievance, lone working, flexible working, selection, recruitment and induction, redundancy, retirement, whistleblowing, data protection, Health, Safety and Environmental policies, equal opportunities, training and development policy		S1	Internal policies could include: employee conduct, attendance and time off, electronic communication, maternity/ paternity and adoption, bullying and harassment, performance management, disciplinary and grievance, lone working, flexible working, selection, recruitment and induction, redundancy, retirement, whistleblowing, data protection, Health, Safety and Environmental policies, equal opportunities, training and development policy.	

## Module 6 Business fundamentals

Understand the applicability of business principles such as managing change, business finances and project management

### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard
K1	Describe how the principles of finance are applied within own organisation	
K2	Describe how the principles of change management are applied within own organisation	
K3	Describe how the principles of project management are applied within own organisation	

### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard
K1	Principles of business finance: governance and compliance in finance, value for money, budgeting (including zero-based budgeting) and forecasting, financial monitoring and reporting, financial statements/records, balance sheet, purchase orders, profit, breakeven, cashflow, expenditure, revenue, payroll, assets, fixed and variable costs	
K2	Principles of business change: Reasons for change, planning, understanding change, identifying change, implementing change, managing change, reviewing change. Tools: PESTLE analysis, SWOT analysis, RACI matrix, SMART goals, key performance indicators (KPIs), contingency plans Communication: written, verbal, dealing with resistance to change	
K3	Principles of project management: initiating (including project proposal), planning, implementing/executing, monitoring/controlling, closing, evaluating/reviewing and accountability  Roles and responsibilities: Sponsor, Project Manager, Project co-ordinator, Project administrator, Team member, Stakeholders (internal and external), End users, Project team, accountability  Risk identification and mitigation	

## Module 7 Processes

Understands the organisation's processes, e.g. making payments or processing customer data and how to improve processes

### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Describe processes used within own organisation		S1	Follow processes within own organisation	
K2	Outline how to administer own organisation's billing process		S2	Make suggestions for improvements to organisational processes	
K3	Outline how to administer own organisation's invoicing process		S3	Support implementation of suggested improvements	
K4	Outline how to administer own organisation's purchase order process				

### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard	Ref	Skill	Maps to standard
K1	Processes are tasks or activities that result in achievement of a service/product Organisational processes could include: making payments, processing customer data, order fulfilment, product development, customer service, stock control, and marketing policies and procedures, standards and frameworks employed to manage processes. Functions of an organisation, HR, Finance, Operations, Marketing, and Administration		S1	Organisational processes could include: making payments, processing customer data, order fulfilment, product development, customer service, stock control, and marketing policies and procedures, standards and frameworks employed to manage processes. Functions of an organisation, HR, Finance, Operations, Marketing, and Administration.	

### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard	Ref	Skill	Maps to standard
K2	Billing process: Collecting the information needed to create and issue an invoice		S2	Improvements could include: Quality standards, targets, competency frameworks, measurable outcomes. Improvements should be based on an understanding of the organisation's current processes and the outcomes expected	
K3	Invoicing process: From receiving the invoice to payment of the invoice				
K4	Purchase order process: steps taken to purchase goods or services between supplier and customer				

## Module 8 External environmental factors

Understand relevant external factors e.g market forces, policy & regulatory changes, supply chain etc. and the wider business impact. Where necessary understand the international/global market in which the employing organisation is placed

Ref	Knowledge Apprentices will need to:	ASSESSMENT CRITERIA	Maps to standard
K1	Describe external factors that affect own organisation		
K2	Explain how external factors affect own role		
Ref	Knowledge		Maps to standard

### DELIVERY CONTENT AND GUIDANCE

K1/  
K2 External Factors: political, economic, social, legal, technological, environmental (weather) and economic

Market forces, customer demand, demographics, policy and regulatory changes, competition, supply chain, power of suppliers and the wider business impact

The international/global market in which the employing organisation is placed

## Module 9 IT

Skilled in the use of multiple IT packages and systems relevant to the organisation in order to: write letters or emails, create proposals, perform financial processes, record and analyse data

### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Outline the IT systems used within own organisation		S1	Use IT packages and systems to write letters or emails	
			S2	Use IT packages and systems to create proposals, in line with organisational procedures	
			S3	Use IT packages and systems to record and analyse data, in line with sector policies	
			S4	Update and review databases, in line with organisational procedures	
			S5	Use IT packages and systems to perform financial processes, in line with sector policies	

### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard	Ref	Skill	Maps to standard
K1	IT packages and systems include: MS Office, MS Word, MS Excel, MS Outlook, in-house company equivalences		S1 – S5	IT packages and systems include: MS Office, MS Word, MS Excel, MS Outlook, in-house company equivalences	

## Module 10 Record and document production

Produces accurate records and documents including: emails, letters, files, payments, reports and proposals

### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Outline confidentiality requirements for producing records and documents within own organisation		S1	Produce accurate documents and records, following confidentiality standards	
K2	Outline the records and documents produced within own organisation		S2	Maintain records and files, in accordance with organisational procedures	
			S3	Identify improvements required to documents	
			S4	Recommend organisational improvements to management	
			S5	Support others when producing documents, in line with organisational standards	

### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard
S1/ S5	Documentation must include: emails, letters, files, payments, reports and proposals. Methods of checking to include: proof reading, spell check, grammar check, format of document. Types of confidential information could include: Personal details, bank details, sensitive information, information relating to named persons.	
S2	Organisational procedures may include: data protection, confidentiality policy, organisational value of documentation and files.	
S3	Improvements to documents could include: accuracy, relevance, currency, layout, house style, format, structure, efficiency, style, document control, integration with other systems/documents	
S5	Support could include: written and verbal. Verbal through one-to-one meetings, appraisal, training, work reviews, coaching, mentoring.	

## Module 11 Decision making

Make decisions within own role while asking for advice and challenging others in a professional way

### ASSESSMENT CRITERIA

Ref	Skill Apprentices will need to:	Maps to standard
S1	Make effective decisions within the scope of own role	
S2	Challenge others in a professional manner	
S3	Ask for advice from more experienced team members where relevant	

### DELIVERY CONTENT AND GUIDANCE

Ref	Skill	Maps to standard
S1	Apprentices must show that they are proactive and show good judgment Proactivity: identifies and exploits opportunities, takes pre-emptive action against potential problems and threats. Good judgement: identifies, gathers and analyses information when making decisions. Effective decisions could include: use of data and information, decision making steps, decision making matrix, paired comparison, risk analysis and risk management, risk implication/probability chart, force field analysis, cost benefit analysis, break even analysis, 5 Why's, use of organisational policies, procedures and frameworks for support. Using organisational routes for escalation of decision making.	
S3	Advice should be gained at appropriate times and the apprentice needs to demonstrate they can work independently	

## Module 12 Interpersonal skills

Builds and maintains positive relationships within their own team and across the organisation

### ASSESSMENT CRITERIA

Ref	Skill Apprentices will need to:	Maps to standard
S1	Manage positive relationships within own organisation	
S2	Influence others to achieve organisational requirements	
S3	Challenge others in line with organisational procedures	
S4	Be a role model to others, within scope of own role	
S5	Support others in own organisation using coaching skills	

### DELIVERY CONTENT AND GUIDANCE

Ref	Skill	Maps to standard
S1	Positive relationships: mutual trust and respect, balance of trust and control, respond to feedback, honest and open communication, non-judgemental approach, encouraging contributions of others and recognition of skills within the team, honouring promises and commitments, networking skills, social skills applicable to the workplace, sharing information. Apprentices must show they can build positive relationships with their own team and across the organisation	
S2	This may include: co-ordinating with internal customers, internal suppliers, other departments, within the same site, and different site. Ability to influence includes: leading by example, interpersonal skills, support, coach and motivate	
S4	Attributes of a role model could include: practise what you preach, apologise when you make a mistake, follow through, treat everyone with respect, be consistent, remain non-judgemental, ask for feedback, encourage others, share experience, knowledge and skills, demonstrate equality, diversity and inclusion.	

## Module 13 Communication

Demonstrate good verbal, written and digital communication skills while adapting communication styles to meet the needs of different situations

### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Describe how social media can be used to address organisational needs		S1	Communicate using standard written English	
			S2	Communicate verbally using standard English	
			S3	Communicate professionally using digital media, following organisational procedures	
			S4	Select the most appropriate communication channel, in line with organisational requirements	
			S5	Adapt communication style to different situations	
			S6	Use social media to meet organisational needs	
			S7	Answer questions from inside and outside the organisation	

### DELIVERY CONTENT AND GUIDANCE

Ref	Skill	Maps to standard
S1	Writing communication includes: letters, emails, presentations, memos, reports.	
S2	Verbal communication includes: face –to– face, telephone, voice/video conferencing, and teleconferencing	
S3	Digital platforms include: internal company communication forums, social media, emails. Communication methods must match those of the organisational policies and procedures	
S4	Appropriateness: speed, accuracy, safety, record, distance, environment, cost, intended audience, intended outcome	
S5	Channels: verbal, written, visual, digital/ electronic	
S6	Social media for organisational needs could include: promotions, advertising, communicating with customers	

## Module 14 Quality

Complete tasks to a high standard

ASSESSMENT CRITERIA		
Ref	Skill Apprentices will need to:	Maps to standard
S1	Complete tasks to organisational standards	
S2	Apply self to continuously improve own work	
S3	Review processes autonomously and make suggestions for improvements	
S4	Promote best practice to others within the organisation	
S5	Address challenges or complaints using problem solving skills	
DELIVERY CONTENT AND GUIDANCE		
Ref	Skill	Maps to standard
S1	Standards of competence required for designated tasks. Identification of systems that support the standards required, their implementation, monitoring, evaluation and review to maintain standards	
S3	Examples of processes: generating reports, customer complaints, contacting new clients, recruitment and selection, sales and marketing, accountancy and technology, quality and product/service development, management, HR/finance, health, manufacturing, travel, compliance – safety, audit	
S4	Promoting best practice could include: mentoring or coaching individuals to supporting work activities and individuals and to share best practice. Work shadowing of best practice to update performance skills. Mentoring or coaching from individuals to support work activities and to share best practice. Resources given to enable outcomes desired. Coaching to be given at the right time, place, and to the right person/s to achieve the outcome desired. Coach to have desired skills, knowledge and ability to support individuals and teams	
S5	Challenging or complaints could include: issues that cannot be solved using basic logic, difficult to understand, a number of elements and interdependencies, cuts across different service areas, challenging problems which pose an element of risk, requires a long-term response from a range of services	

## Module 15 Planning and organisation

Takes responsibility for initiating and completing tasks, manages priorities and time in order to successfully meet deadlines

ASSESSMENT CRITERIA		
Ref	Skill Apprentices will need to:	Maps to standard
S1	Initiate and complete tasks, within own role	
S2	Positively manage the expectations of colleagues at all levels	
S3	Set a positive example for others in the organisation	
S4	Make informed improvement suggestions on working practice to appropriate people	
S5	Manage resources within scope of own role	
S6	Plan meetings and events, in line with organisational standards	
S7	Take minutes during meetings, in line with organisational procedures	
S8	Create action logs arising from meetings or events, in line with organisational standards	
S9	Take responsibility for logistics within own organisation	
DELIVERY CONTENT AND GUIDANCE		
Ref	Skill	Maps to standard
S1	Initiating tasks could include: identifying the tasks or taking responsibility for tasks identified by others Apprentices will need to evidence that they have managed their priorities and time	
S2	Managing expectations: understanding the needs and expectations of colleagues, clear communication, time management, problem solving and decision making, conflict resolution, practice what you preach, apologise when you make a mistake, treat everyone with respect, be consistent, remain non-judgemental, ask for feedback, encourage others, share experience, knowledge and skills, demonstrate equality, diversity and inclusion	
S5	Resources could include: time, materials, people, equipment, facilities Management of resources includes: reduce time to complete tasks, identify cost saving measures	
S6	Meeting and event planning: Investigate (requirements), plan, deliver and evaluate S9 Logistics could include: organising travel, equipment or accommodation Book travel and accommodation for yourself or for others. Information on the event to include, timings, numbers, attendees, budget, geographical location. Identify suitable venues. Investigate all factors of the task. Plan the task, co- ordinate with appropriate persons. Deliver the information to the appropriate persons	

## Module 16 Project management

Use relevant project management principles and tools to scope, plan, monitor and report. Plan required resources to successfully deliver projects. Undertake and lead projects as and when required

### ASSESSMENT CRITERIA

Ref	Knowledge Apprentices will need to:	Maps to standard	Ref	Skill Apprentices will need to:	Maps to standard
K1	Describe the project lifecycle		S1	Scope projects using project management principles and tools	
K2	Describe roles of the project team		S2	Plan projects using project management principles and tools	
K3	Describe how to identify risks and issues when delivering a project		S3	Monitor projects using project management principles and tools	
K4	Describe different project management tools and techniques		S4	Report on projects using project management principles and tools	
K5	Describe how to manage resources when delivering a project		S5	Lead on projects within the scope of own role	

### DELIVERY CONTENT AND GUIDANCE

Ref	Knowledge	Maps to standard	Ref	Skill	Maps to standard
K1	Project life cycle: initiating, planning, implementing/executing, monitoring/controlling, closing, evaluating/reviewing  Life cycle purpose and importance		S1 / S2 / S3 / S4	Tools could include: Gantt charts, PERT charts, work breakdown structure (WBS), project meetings	
K2	Roles and responsibilities: Sponsor, Project Manager, Project co-ordinator, Project administrator, Team member, Stakeholders (internal and external), End users, Project team, accountability  Skills: having a clear vision, leading, decision making, communication, team building, motivation, managing conflict, delegation, risk management, lessons learnt, co-ordination, human resource				

## Module 17 Professionalism

Behaves in a professional way, acts as a role model and adheres to the organisation's code of conduct for professional use of social media

Ref	Behaviour Apprentices will need to:	ASSESSMENT CRITERIA	Maps to standard
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- B1 Behave in a professional manner
- B2 Follow organisation's code of conduct for the professional use of social media
- B3 Act as a role model
- B4 Contribute to team cohesion and productivity
- B5 Challenge inappropriate cultures within the organisation

### DELIVERY CONTENT AND GUIDANCE

Ref	Behaviour	Maps to standard
B1	This includes: personal presentation, respect, respecting and encouraging diversity to cater for wider audiences, punctuality and attitude to colleagues, customers and key stakeholders Company standards for employment, equal opportunity policy, Equality Act 2010, diversity and support for equal opportunities, body language and communication, organisations reputation	
B2	Use of media as a platform, most suitable method used. Policies and procedures, code of conduct, marketing legislation e.g. trade descriptions act, intellectual property	
B3	Attributes of a role model could include: practise what you preach, apologise when you make a mistake, follow through, treat everyone with respect, be consistent, remain non-judgemental, ask for feedback, encourage others, share experience, knowledge and skills, demonstrate equality, diversity and inclusion	
B4	Apprentice must represent the positive aspects of team culture	
B5	Skills associated: practise what you preach, apologise when you make a mistake, follow through, treat everyone with respect, be consistent, remain non-judgemental, encourage others, organisational culture, management style, communication, policies and procedures, using correct procedures to escalate issues	

	management, team selection	
K3/ K4/ K5	Tools: Business case, Gantt charts, PERT charts (including critical path analysis),work breakdown structure (WBS), Risk Log, RACI Matrix, Fishbone diagram, SWOT analysis, PESTLE analysis project meetings, SMART objectives, stakeholder matrix, budget, risks and issues logs/registers, key performance indicators (KPIs). Resources (human and financial)	

## Module 18 Personal qualities

Show exemplary qualities that are valued including integrity, reliability, being pro-active and a positive attitude and motivates others

### ASSESSMENT CRITERIA

Ref	Behaviour Apprentices will need to:	Maps to standard
B1	Demonstrate integrity within own role	
B2	Demonstrate reliability within own role	
B3	Demonstrate self-motivation and a pro-active approach within own role	
B4	Demonstrate a positive attitude within own role	
B5 Ref	Motivate others where responsibility is shared Behaviour	Maps to standard
DELIVERY CONTENT AND GUIDANCE		

- B1 Integrity: being honest and acting with a strong moral principle
- B2 Reliability: being trustworthy and consistently performing well
- B3 Self-motivation: complete what is needed without influence from others  
Pro-active: creating and/or controlling a situation rather than responding after the event

## Module 19 Managing performance

Take responsibility for own work and development, and complies with the organisation's procedures

Ref	Behaviour Apprentices will need to:	ASSESSMENT CRITERIA	Maps to standard
B1	Take responsibility for own work		
B2	Ask questions when required to ensure tasks are completed correctly		
B3	Complete self-assessment of own work		
B4	Take feedback on the work completed in a positive manner		
B5	Use initiative and show resilience		
B6 Ref	Take responsibility for own development Behaviour		Maps to standard
DELIVERY CONTENT AND GUIDANCE			

- B1 Apprentices will need to complete tasks and inform their line manager when a task is complete
- B5 Resilience: to deal with and recover quickly from difficult situations

## Module 20 Adaptability

Accept and deal with changing priorities related to own work and the organisation

Ref	Behaviour Apprentices will need to:	ASSESSMENT CRITERIA	Maps to standard
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B1	Accept and deal with changing priorities related to own work		
B2	Accept and deal with changing priorities related to own organisation		

Ref	Behaviour	DELIVERY CONTENT AND GUIDANCE	Maps to standard
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B1	Change related to own work could include: additional tasks, removal of tasks, change in level of priority of different work tasks		
B2	Organisational change could include: work patterns, re-training, use of new equipment, changings in production levels, change within teams, technology changes		

## Module 21 Responsibility

Take responsibility for team performance, project delivery, customer requests and development of self and others

Ref	Behaviour Apprentices will need to:	ASSESSMENT CRITERIA	Maps to standard
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B1	Take responsibility for team performance		
B2	Take responsibility for delivery of projects		
B3	Take responsibility for handling customer requests		
B4	Take initiative to develop own skills and behaviours		
B5	Take initiative to develop others' skills and behaviours		

Ref	Behaviour	DELIVERY CONTENT AND GUIDANCE	Maps to standard
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B1	Responsibility of team performance could include: Planning, controlling, organisation, co-ordinating, directing and delegating of team. Team and individual objectives and target setting. Pro-active attitude, supporting others, taking on extra responsibility, going the extra mile		
B2	Dedication to the tasks required to complete the project, within own scope and others where support is needed		
B3	Customer service functions: product knowledge, timely acknowledgement, solving problems, listening to questions, providing information. Supporting the needs of individuals. Company standards		
B4/ B5	Skills and behaviours: interpersonal skills, communication, skills, knowledge, ability Development: work shadowing, mentoring, coaching, self-study, training courses, qualifications, training days		

## End-point Assessment Coverage

Each End-point Assessment will cover the assessment criteria of the modules within the standard. This coverage is as follows. The coverage (for example – 1K1 – 1K5) is taken from the amplification above.

### Knowledge test

The knowledge test will cover the following modules of the standard:

MODULE	COVERAGE
The Organisation	K5
Relevant Regulations	K1
Business Fundamentals	K1 – K3
External Environmental Factors	K1 – K2
Project Management	K1 – K5

### Portfolio-based interview

The portfolio-based interview will cover the following modules of the standard:

MODULE	COVERAGE
The Organisation	K1 – K5
Value of their skills	K1 – K4
Relevant Regulations	K1, S1 – S2
Policies	K1, S1
External Environmental Factors	K1 – K2
IT	K1, S1 – S5
Record and document production	K1 – K2, S1 – S5
Interpersonal skills	S5
Communication	K1, S1 – S7
Quality	S1 – S5
Professionalism	B1 – B5
Personal Qualities	B1 – B5
Managing Performance	B1 – B6
Adaptability	B1 – B2

### Project/improvement presentation

The project/improvement presentation will cover the following modules of the standard:

MODULE	COVERAGE
Stakeholders	K1, K2, S1 – S3
Processes	K1 – K4, S1 – S3
Decision Making	S1 – S3
Interpersonal skills	S1 – S4
Communication	K1, S1 – S5
Planning and organisation	S1 – S9
Project Management	S1 – S5
Personal qualities	B1 – B5
Adaptability	B1 – B2
Responsibility	B1 – B5

## Re-Assessment

If an apprentice fails an assessment, this will need to be completed again. The knowledge test should be completed before progressing on to the other assessments. Where any assessment method has to be re-sat or re-taken, the apprentice will be awarded the maximum EPA grade of pass, unless Innovate Awarding determines there are exceptional circumstances requiring a re-sit or re-take. Each assessment method will be individually graded and achieved. A maximum of 2 resits, then aretake must occur. An apprentice must need further training if they have failed on two occasions. Resits should be completed within a 3 month period, from the initial fail. Timescales for retakes will be decided between the employer/TP/EPAO dependent of the amount of re-learning required. This must be in line with IfATEs default guidance and in line with the time from gateway and EPA. .

For a list of the re-sit costs, please see the Innovate website. It is the responsibility of the employer and the employer provider/training provider to ensure that apprentices are ready to pass the End-point Assessments and Innovate Awarding will provide support materials to help prepare apprentices for their assessments.

## Assessment Overview

The End-point Assessor will review the evidence for each apprentice and grade the apprentice on the following scale: Fail/ Pass/Distinction. The End-point Assessor will make the final decision as to whether or not the standard has been met.

The end point assessment is a holistic assessment and the KSBs can be indirectly assessed, ie demonstrating an assumed level of knowledge, exhibited skill or behaviour, if it can be evidenced that the completion of a task or result achieved will have required this.

All assessment methods are weighted equally in their contribution to the overall grade.

ASSESSMENT METHOD	AREA ASSESSED	ASSESSED BY
Knowledge Test	The organisation, Relevant regulations, Business fundamentals, External environmental factors, Project management	End-point Assessor
Portfolio- based interview	The Organisation, Value of their skills, Relevant regulations, Policies, External environmental factors, IT, Record and document production, Interpersonal skills, Communication, Quality, Professionalism, Personal qualities, Managing performance, Adaptability	End-point Assessor
Project/ improvement presentation	Stakeholders, Processes, Decision making, Interpersonal skills, Communication, Planning and organisation, Project management, Adaptability, Responsibility, Personal qualities	End-point Assessor

## Grading

The following grade boundaries apply to the knowledge test:

GRADE	MINIMUM SCORE	MAXIMUM SCORE
Distinction	40	50
Pass	30	39
Fail	0	29

The marks will be aggregated to provide an overall grade. The gradings are awarded on the following marks being achieved.

Assessment method 1 Knowledge test	Assessment method 2 Portfolio based interview	Assessment method 3 Project Presentation	Overall grading
Fail	Fail	Fail	Fail
Fail	Pass	Pass	Fail
Fail	Pass	Fail	Fail
Fail	Fail	Pass	Fail
Pass	Fail	Fail	Fail
Pass	Pass	Fail	Fail
Pass	Pass	Pass	Pass
Pass	Distinction	Pass	Pass
Distinction	Pass	Pass	Pass
Distinction	Distinction	Pass	Pass
Pass	Distinction	Distinction	Pass
Distinction	Pass	Distinction	Pass
Distinction	Distinction	Distinction	Distinction

## Internal Quality Assurance

Internal quality assurance is conducted by Innovate Awarding. All assessments completed by an apprentice are subject to Innovate Awarding's Internal Quality Assurance Policy.

## External Quality Assurance

The external quality assurance organisation for the Business Administration standard is the Institute of Administrative Management. The external quality assurance organisation may require access to an apprentice's assessments and they may need to speak to the apprentice directly. Innovate Awarding has a responsibility to accommodate any reasonable request made by the external quality assurance organisation

## Further Information

[www.innovateawarding.org/apprenticeshipstandards](http://www.innovateawarding.org/apprenticeshipstandards)

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**New Assessment Plan  
Version 5 | April 2025**