

Level 4 Policy Officer

Innovate Awarding Assessment Specification





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Innovate Awarding

Meet our Managing Director



Welcome to the Level 4 Policy Officer Apprenticeship. Our Innovate Awarding EPA Journeys are designed to ensure the employer, provider, assessor and apprentice have the appropriate support and guidance to allow successful completion of an apprenticeship, providing further confidence and assurance having chosen us as an End-Point Assessment Organisation.

We are an Ofqual approved End-Point Assessment Organisation (EPAO), experienced in operating within a regulated market. Driven by the employers we work in partnership with, we deliver End-Point Assessment (EPA) in the Health, Care, Education, Leadership, Management, Leisure, Customer Service, Creative, Hospitality, Retail, Transport and Logistics sectors.

Delivering an apprenticeship is an extremely rewarding role. We recognise the need for a clear specification, resources and support, so more valuable time can be spent delivering to an apprentice.

At Innovate Awarding we stand by our 'no surprises' approach to assessment, making an apprenticeship journey as simple as possible, ensuring the best chance of success for every apprentice who undertakes EPA with us.

Charlotte Bosworth



“

We recognise the need for a clear specification, resources and support.

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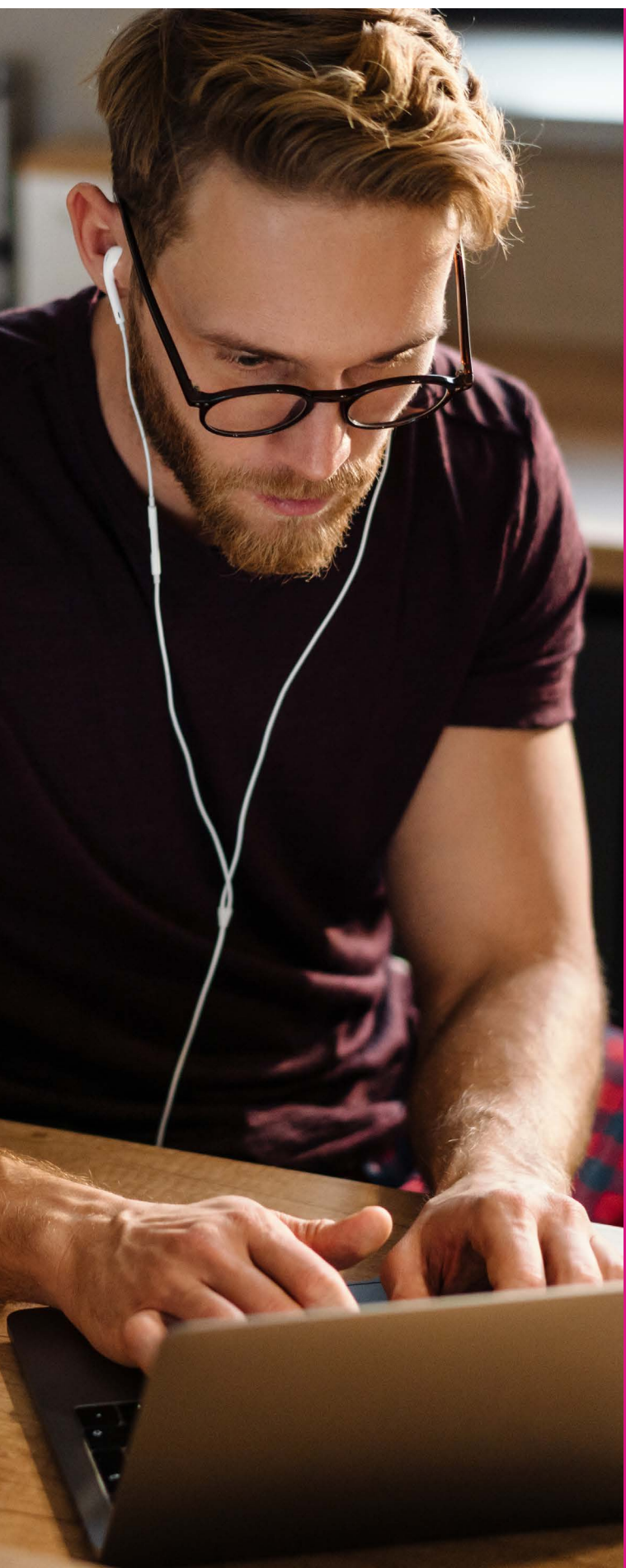
About Innovate Awarding

We are an EPAO approved by the Education and Skills Funding Agency (ESFA) with a collaborative approach to doing business. We work with providers to deliver fit for purpose EPA, providing assessments for a wide range of apprenticeship Standards, certifying thousands of apprentices, continuing to learn and improve with each experience.

We have experienced and responsive teams to ensure the EPA experience is smooth and efficient, working closely with our provider partners ensuring a 'no surprises' approach to EPA for all apprentices.

Please see our website for the range of Standards we are approved to deliver:

<https://innovateawarding.org/end-point-assessment/apprenticeship-standards/>



Our EPA Journeys

We have created four bespoke EPA Journeys tailored to the individual needs of the employer, provider, assessor and apprentice to enable a cross functional approach to EPA.

The Level 4 Policy Officer EPA Journeys are available to download on epaPRO.

epaPRO

epaPRO is our EPA platform, streamlining the process including:

- Apprenticeship registration
- Assessment scheduling to results and certification
- Policy and guidance documents
- Reporting

The platform increases efficiency and reduces administration to support every step of EPA.

epaPRO:

<https://innovate.epapro.co.uk/login>

The Apprenticeship Standard and Assessment Plan

An Apprenticeship Standard details the knowledge, skills and behaviours required to be occupationally competent:

- **Knowledge** - the information, technical detail, and 'know-how' that someone needs to have and understand to successfully carry out the duties. Some knowledge will be occupation-specific, whereas some may be more generic.
- **Skills** - the practical application of knowledge needed to successfully undertake the duties. They are learnt through on and/or off-the-job training or experience.
- **Behaviours** - mindsets, attitudes or approaches needed for competence. Whilst these can be innate or instinctive, they can also be learnt. Behaviours tend to be very transferable. They may be more similar across occupations than knowledge and skills. For example, team worker, adaptable and professional.

Apprenticeships are an invaluable tool for upskilling in areas that matter most to employers. They are a highly effective route to recruit and train future talent, address skills shortages and develop careers across core parts of the business.

The Level 4 Policy Officer apprenticeship has been developed by employers working in the sector detailing the knowledge, skills and behaviours required to be occupationally competent and outlining the training and assessment journey for an apprentice.

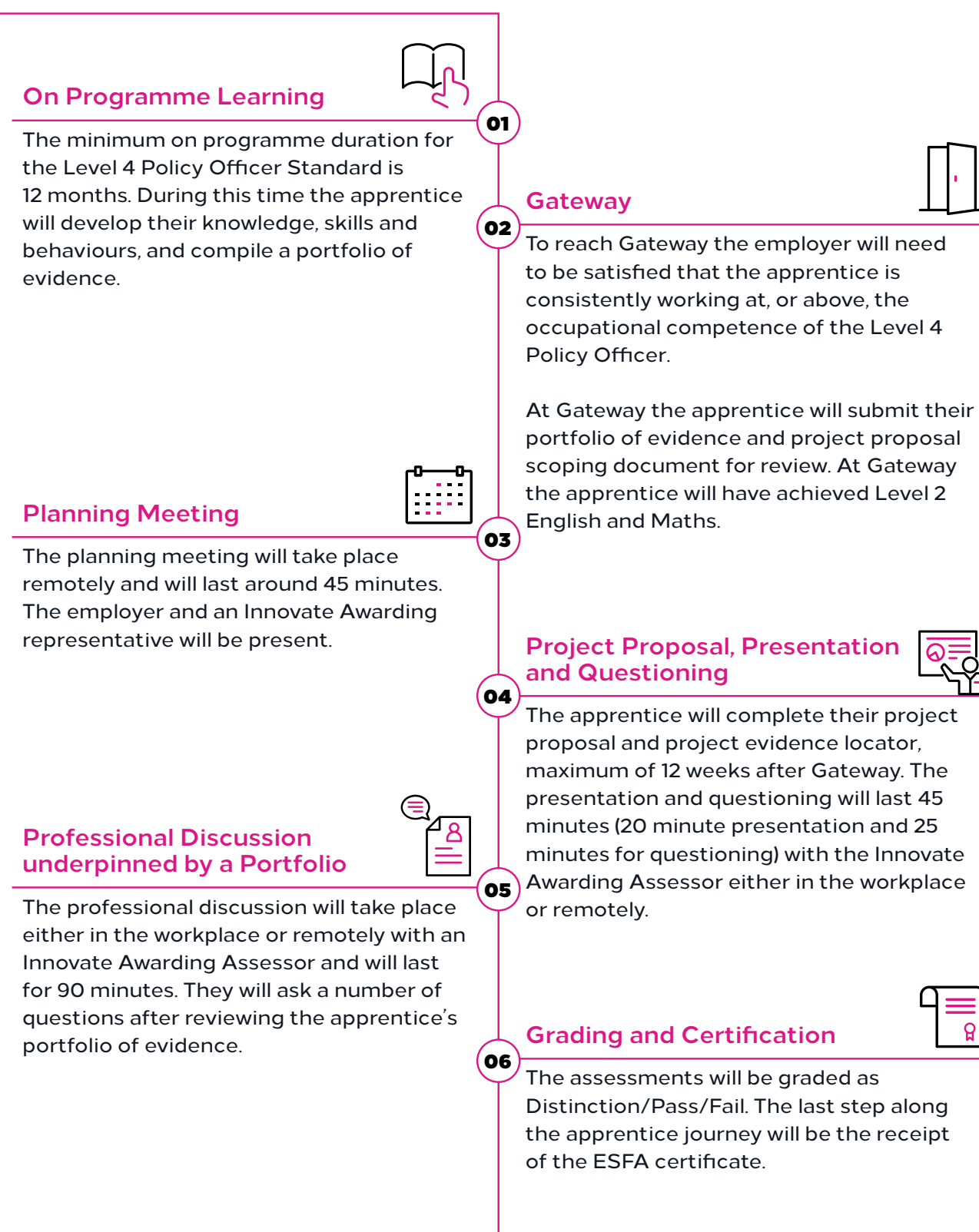
The apprentice will typically spend 12 to 18 months on-programme, working towards the Level 4 Policy Officer Standard, combining practical training in a job with study. The extent of the on-programme time should be decided for each apprentice based on their prior learning, skills and experience. If employers are using this Standard for an existing employee, it is important to be aware that the role must represent new learning. Providers should support employers with this.

It is vital the apprentice is prepared and fully ready before they commence their EPA period, which is detailed in the Assessment Plan.

The EPA period will last five months, consisting of:

- Project proposal, presentation and questioning
- Professional discussion underpinned by portfolio of evidence

Assessment Journey



The Apprentice

A Policy Officer will work in public, private and not-for-profit sectors, across a range of different types of organisations and employers, such as the Civil Service, Local Authorities, non-governmental organisations, charities, unions and private businesses.

Policy Officers work in varied environments including in an office, onsite, or remotely. On occasion they may work with other stakeholders at their sites or overseas.

The role of a Policy Officer is to help shape or influence public policy. Public policy involves enacting solutions to improve the health, welfare, and prosperity of citizens.

Policy Officers are responsible for the development, implementation or evaluation phases of policymaking. They also develop and implement strategies to shape and influence public policy within the remit of their organisation. They may specialise in a specific policy area, such as healthcare, housing, employment, transport, trade, the environment, national security or international relations, or work across several policy areas.

In their daily work, a Policy Officer will interact with a range of internal stakeholders including members of their own team and other departments such as IT, legal, HR, marketing, senior management, and the board of directors.

They will interact with external stakeholders such as subject matter experts or specialists (e.g. in communications, public affairs, finance, legal or operations), customers, members of the public, service providers, the media, think tanks or research institutes, local and central government, regulators and international bodies.

Policy Officers work with their stakeholders towards joint goals. They build partnerships with other organisations and bodies with similar interests, facilitate conferences, forums, roundtable discussions and events to discuss policy issues, strengthen their own knowledge and build their network.

A Policy Officer will be responsible for providing support and advice to decision-makers, such as senior managers, board members, ministers, or other stakeholders. They assist them in developing options for responding to an issue or creating a change. They work to implement policy interventions by creating a set of actions and working with partners to deliver them.

Policy Officers research the political or organisational environment in order to support the development of a policy, or to influence policy decisions. They gather evidence to contribute to policy making processes such as policy formulation or monitoring policy developments and lobbying accordingly.

They manage sensitive information and keep accurate records of policy history that will inform the evaluation of past and present policies. Policy Officers obtain input from key stakeholders whilst they prepare and draft submissions, reports, briefings, or options papers for senior managers. They may deal with external customer, stakeholder and formal correspondence, working within set deadlines and adhering to processes, escalating issues not within the

remit of their role. They support the development and delivery of training or coaching on new or existing policies to their stakeholders.

Policy Officers work on their own and in a range of team settings. They work within agreed budgets and available resources. On occasion they may work without high levels of supervision, for example, when conducting research and analysis. They will work as part of the wider policy team on other duties, for example, when gathering information and providing briefings to senior colleagues and managers. They may occasionally be responsible for decision making, but more often will guide or influence the decisions of others. Policy Officers may manage a small team and contribute towards budget management.



Off-the-Job Training

Off-the-job training is a statutory requirement for an English apprenticeship. It is training, which is received by the apprentice during the apprentice's normal working hours, for the purpose of achieving the knowledge, skills and behaviours of the approved apprenticeship the learner is completing.

It is an important aspect of apprenticeship training, as it gives the learner time to properly develop knowledge and skills from the programme. At the same time, it can develop a deeper understanding of the wider business, giving a learner insight into the supply chain or different departments.

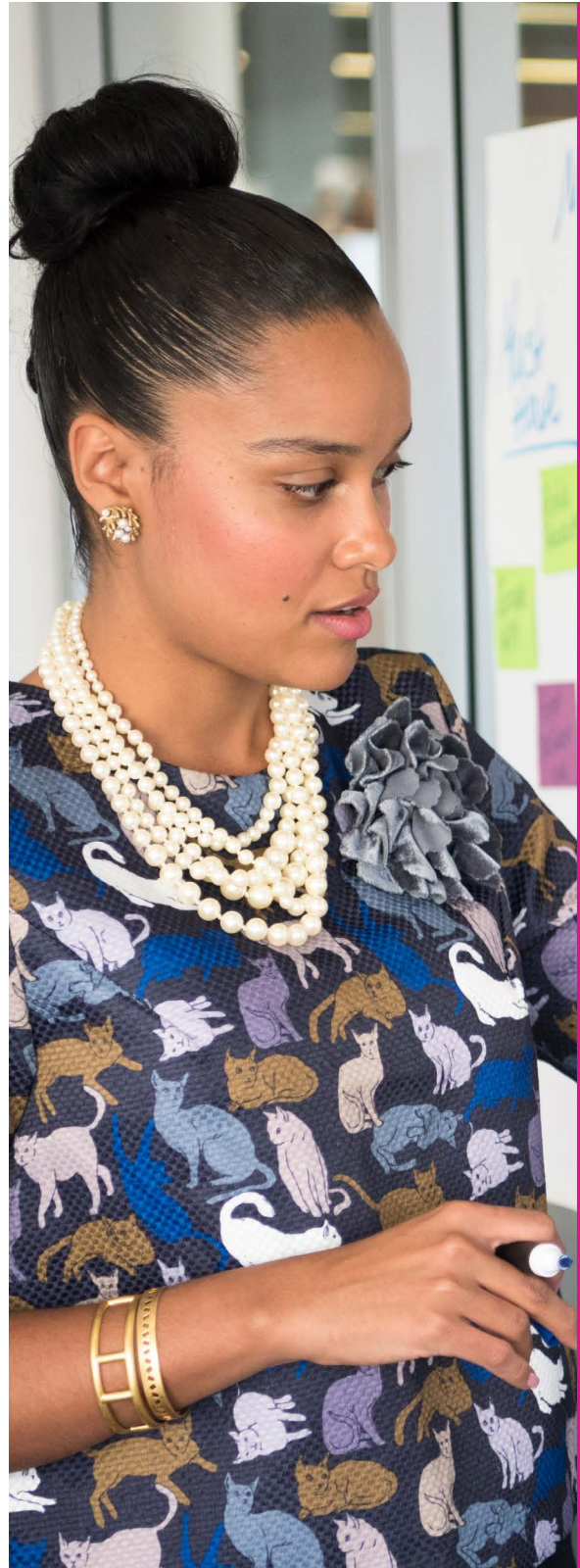
Off-the-job training allows the learner to take full advantage of the programme, improving the return on investment in training costs for the employer. A developed and upskilled apprentice will lead to an increase in productivity, a clear benefit to the business.

Examples of off-the-job training include:

- Learning new skills at work through shadowing other members of the team, where this activity has been agreed and documented as part of the agreed training plan
- In-house training programmes relevant to the apprenticeship
- Coaching sessions
- Attendance at workshops, training days and webinars relevant to the apprenticeship
- Completion of online learning
- Self-study that includes reading or watching videos
- Training in new working practices or new equipment
- Role-playing or simulation exercises
- Industry visits/conferences relevant to apprenticeships
- Writing assessments, assignments and completing projects or activities
- Practical training or training in the workplace relevant to the apprenticeship

The minimum volume of off-the-job training is six hours per week, irrespective of the hours worked by the apprentice.

Gateway



Gateway is the entry point to EPA, and it is vital that all parties understand its importance. It is the point at which the apprentice has completed their learning, met the requirements of the Level 4 Policy Officer Apprenticeship Standard, and the provider and employer have reviewed the apprentice's knowledge, skills and behaviours to confirm they are satisfied that the apprentice is competent and ready to enter their EPA.

Employers are ultimately responsible for deciding when their apprentice is competent as a Policy Officer and ready to enter EPA. This decision should be taken after conversation with the provider and the apprentice. It is vital this decision is based on each individual apprentice's readiness and not because they have reached the end of the initially agreed training period.

✧ Pre-Gateway Checks ✧ What happens during Gateway?

Knowing when an apprentice is Gateway-ready is much more than simply checking the apprentice has completed their learning and obtained all the mandatory requirements outlined in the Level 4 Policy Officer Assessment Plan. Although this is important, it is about the provider, the apprentice and employer being convinced that the apprentice is at the level of competence set out in the Standard and that they are prepared for EPA, so they can claim competency.

To pass through Gateway, typically the apprentice will have been training for 18 months. They must also have:

- Achieved Level 2 English and Maths
- Satisfied their employer that they are consistently working at, or above, the occupational competence of the Level 4 Policy Officer
- Compiled, and ready to submit, a portfolio of 18 discrete pieces of evidence towards the professional discussion
- Completed a project proposal scoping document
- A signed declaration
- Declared any reasonable adjustments and special considerations

Readiness for Gateway includes confirming that the apprentice's portfolio of evidence meets the requirements of the knowledge, skills and behaviours set out within the Level 4 Policy Officer Standard. This will be confirmed at Gateway and documented on epaPRO. This notifies us that the apprentice is ready for their assessment and the EPA planning meeting will be organised.

The apprentice will use the Project Proposal Scoping Document (see Annex 3), to scope out and provide a summary brief of what the project will cover and submit this to us at Gateway. This should demonstrate that the work-based project will provide sufficient opportunity for the KSBs to be met. The Project Proposal Scoping Document is not assessed and will typically be no longer than 500 words.

We will approve the project title and scope in consultation with the employer at Gateway.

The Project Proposal may be based on one or a combination of:

- A current or completed policy initiative
- A new policy initiative
- A significant change to an existing policy initiative
- A policy influencing strategy
- An implementation plan
- A post implementation review
- A strategy for consultation

✧ Assessment Booking

Applications for any reasonable adjustments and/or special considerations should be submitted prior to Gateway, to allow time to review the request before the planning meeting.

Providers can book a planning meeting on epaPRO once Gateway has been submitted.

The purpose of the meeting is to allocate an Innovate Awarding Assessor, discuss assessment dates, confirm assessment timings, assessment requirements and assessment preparation. During the meeting we will discuss what happens if assessments are cancelled/rescheduled and how this could impact the EPA period, as well as providing information on certification and appeals.

The Level 4 Policy Officer 45 minute planning meeting will book assessment timeslots for the:

- Project proposal, presentation and questioning
- Professional discussion underpinned by portfolio of evidence

The provider will incur a charge for non-attendance of a planning meeting.

After the planning meeting, the apprentice will receive an email confirming everything discussed in the meeting and a calendar invite for all booked assessments. The apprentice will then prepare for EPA.



✧ Portfolio of Evidence Guidance

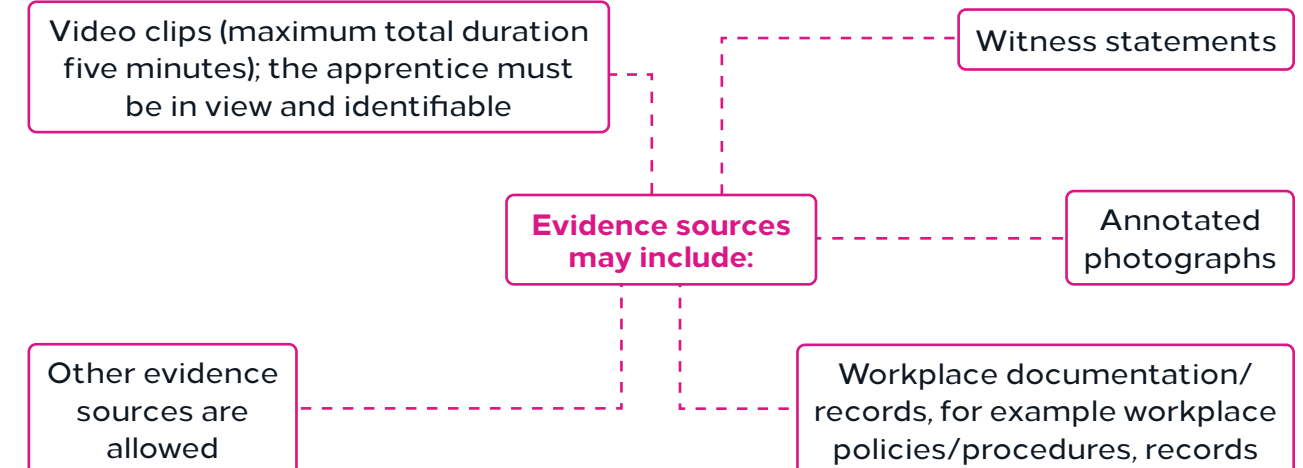
Employers will ensure their apprentice has compiled a portfolio of evidence during the on-programme period of the apprenticeship, which will be submitted at Gateway. It underpins the professional discussion but will not be assessed by us.

We will review the portfolio of evidence in preparation for the professional discussion prior to Gateway. Feedback is not required, although generally if Gateway is rejected due to the portfolio of evidence being inadequate, a courtesy email will be sent with an explanation, including the rejection reason on epaPRO.

Portfolio of evidence content and format are typically Word documents, presentations, video or audio recordings. The provider will upload the portfolio of evidence to epaPRO at Gateway, either by inserting a link to a SharePoint or including a zip file.

Portfolio of evidence requirements:

- The apprentice must compile a portfolio of evidence during the on-programme period of the apprenticeship
- It must contain evidence related to the knowledge, skills and behaviours (KSBs) that will be assessed by the professional discussion
- The portfolio of evidence will contain 18 discrete pieces of evidence
- Evidence must be mapped against the KSBs
- Evidence may be used to demonstrate more than one KSB; a qualitative as opposed to a quantitative approach is suggested



End-Point Assessment

✧ Assessment Methods

Assessment Method 1

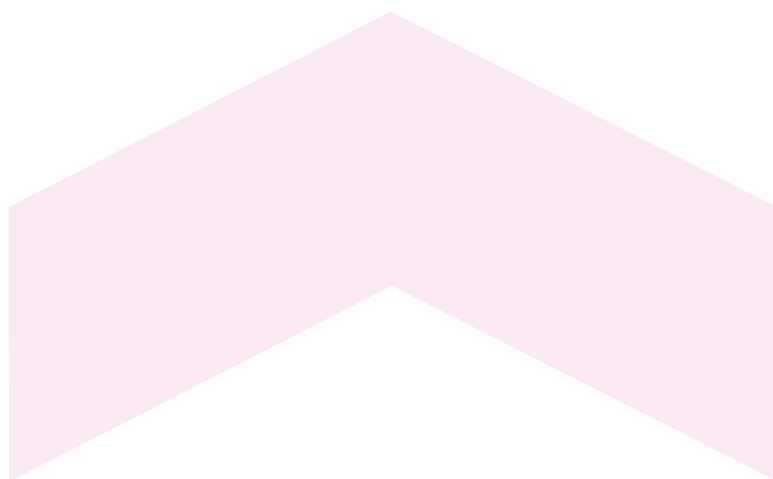
Project proposal, presentation and questioning

During this assessment method the apprentice will complete a significant and defined piece of work that has a real business application and benefit. The project must meet the needs of the employer's business and be relevant to the apprentice's occupation and apprenticeship. The project proposal will start after the apprentice has gone through Gateway.

The project proposal is designed to demonstrate the application of knowledge, skills and behaviours as they would occur in occupational practice. Producing a proposal reflects

normal practice in the workplace for a Policy Officer, so this assessment method is appropriate as it is a significant and relevant piece of work that thoroughly tests both higher and lower order knowledge, skills and behaviours. It demonstrates the apprentice's understanding of their organisation and policy area, supporting policy solutions for the organisation.

Please see Annex 3 for Assessment Method Grading Descriptors.



Assessment Method 1, Component 1

Project Proposal

The apprentice will complete and submit their project proposal to us a maximum of 12 weeks after we have agreed the Project Proposal Scoping Document with you.

The Project Proposal does not need to be fully implemented during the EPA period.

The employer must ensure the apprentice has the time and resources within this period, to plan and complete their project proposal.

The apprentice may work as part of a team which could include internal colleagues or technical experts. However, the apprentice must complete their project proposal and presentation unaided and it must be reflective of their own role and contribution. The employer and the apprentice must confirm that the project proposal and presentation materials are the apprentice's own work when it is submitted.

The project proposal may be based on one or a combination of the following:

- A current or completed policy initiative
- A new policy initiative
- A significant change to an existing policy initiative
- A policy influencing strategy
- An implementation plan
- A post implementation review
- A strategy for consultation

In order to ensure the project proposal is robust it should contain evidence of evaluation of previous policy, data research and analytical techniques used with the collected data, and problem solving and evidence-based decision making.

The project proposal has a maximum word count of 3,000 words (+/-10%). Appendices, references and diagrams are not included in this total. The apprentice must evidence how the relevant KSBs have been met in the project, either in an annex or the Project Evidence Locator.

The apprentice will complete a project which may be based on:

- A specific problem
- A recurring issue
- An idea or opportunity

The project proposal may be based on one or a combination of:

- A current or completed policy initiative
- A new policy initiative
- A significant change to an existing policy initiative
- A policy influencing strategy
- An implementation plan



Assessment Method 1, Component 2 Presentation with questioning

The apprentice will prepare and deliver a presentation of their project proposal. It will be followed by questioning from the Innovate Awarding Assessor.

The presentation and questioning will last 45 minutes. This will include a presentation of 20 minutes and questioning lasting 25 minutes. The Innovate Awarding Assessor will ask at least eight questions with follow up questions where clarification is required.

The presentation must include at least:

- An overview of the project proposal
- The project proposal scope (including key performance indicators)
- Summary of any actions that have taken place or are due to take place
- Anticipated project outcomes and how these may be achieved or actual project outcomes and how these have been achieved

The apprentice will be given at least two week(s) notice of the date and time of the presentation and questions.

Assessment Method 2 Professional discussion, underpinned by a portfolio

The professional discussion will be structured to give the apprentice the opportunity to demonstrate the knowledge, skills and behaviours mapped to this assessment method to the highest available grade.

The purpose of the Innovate Awarding Assessor's questions will be to draw out examples and further clarify skills demonstrated in a portfolio of evidence.

The apprentice must have access to their portfolio of evidence during the professional discussion and can refer to and illustrate their answers with evidence from their portfolio of evidence, however the portfolio of evidence is not directly assessed.

The professional discussion must last for 90 minutes (+10%). The apprentice will be asked at least eight questions with follow-up questions where clarification is required.

Please see Annex 3 for Assessment Method Grading Descriptors.



Grading

Performance in the EPA determines the apprenticeship grade of:

- Distinction
- Pass
- Fail

The Innovate Awarding Assessor will grade the project proposal with presentation and questioning and the professional discussion underpinned by a portfolio of evidence.

The Innovate Awarding Assessor will combine the individual assessment method grades to determine the overall EPA grade.

To achieve an overall distinction, apprentices must achieve a distinction in both assessment methods.

To achieve an overall pass, the apprentice must achieve at least a pass in all the assessment methods.

If the apprentice fails one or more assessment methods, they will be awarded an overall fail.

Grades from individual assessment methods must be combined in the following way to determine the grade of the EPA overall.

Project Proposal, Presentation and Questioning	Professional Discussion underpinned by a Portfolio of Evidence	Overall Grading
Distinction	Distinction	Distinction
Distinction	Pass	Pass
Pass	Distinction	Pass
Pass	Pass	Pass
Any grade	Fail	Fail
Fail	Any grade	Fail

Annex 1

✧ Assessment Plan and Occupational Standard

The Level 4 Policy Officer Apprenticeship Standard and the latest version of the Assessment Plan can be accessed using this link:

<https://www.instituteforapprenticeships.org/apprenticeship-standards/policy-officer-in-revision?view=epa>

Level 4 Policy Officer ST0526
Version 1.1

Sector: Business and Administration
EQA Organisation: Ofqual



Annex 2

Additional Information

✧ Results and Certifications

All final assessment component results are published on epaPRO within **seven working days** of the assessment taking place.

We will submit a certificate claim with the ESFA within 15 working days after the final result has been uploaded to epaPRO. The ESFA will send the certificate directly to the employer.

For replacement certificates a request must be emailed to epa@innovateawarding.org. Within two days of receiving the email, a replacement certificate will be requested from the ESFA.

✧ Re-sits and Re-takes

Apprentices who fail one or more assessment method(s) can take a re-sit or a re-take at the employer's discretion. The apprentice's employer needs to agree that a re-sit or re-take is appropriate. A re-sit does not need further learning, whereas a re-take does.

Apprentices should have a supportive action plan to prepare for a re-sit or a re-take.

The employer and Innovate Awarding agree the timescale for a re-sit or re-take. A re-sit is typically taken within two months of the EPA outcome notification. The timescale for a re-take is dependent on how much re-training is required and is typically taken within three months of the EPA outcome notification.

If the apprentice fails assessment method 1, they must amend the project proposal in line with the Innovate Awarding Assessor's feedback. The apprentice will be given four weeks to rework and submit the amended project proposal.

Failed assessment methods must be re-sat or re-taken within a six month period from the EPA outcome notification, otherwise the entire EPA will need to be re-sat or re-taken in full.

Re-sits and re-takes are not offered to apprentices wishing to move from pass to a higher grade.

An apprentice will get a maximum EPA grade of pass for a re-sit or re-take, unless the Innovate Awarding determines there are exceptional circumstances.

✧ Reasonable Adjustments, Special Considerations and Appeals

Information on reasonable adjustments, special considerations and the appeals process can be accessed by using this link:

<https://innovateawarding.org/end-point-assessment/apprentice-information>

Annex 3

Support Materials

✧ Assessment Method 1 Grading Descriptors



Theme	Assessed Criteria	Pass Grading Descriptor	Distinction Grading Descriptor
Research and Evaluation	K11 Evaluation methods through which policy interventions can be reviewed and improved, including cost benefit analysis and impact assessments, and their advantages and disadvantages.	Identifies and analyses data and information relevant to the policy area, evaluating the advantages and disadvantages of the collection methods used and the strengths and weaknesses of the available evidence. (K11 K19 S12)	Justifies their chosen approach through analysis of primary and secondary sources and a critique of potential evaluation methods. (K11 S1 S12)
	K19 Sources of evidence available in the relevant policy area and their strengths and weaknesses (e.g. operational data, research from charities acting in the area, academic research).		
	S12 Evaluate data related to current and previous policy interventions.		
	S1 Undertake research and data collection from a range of primary and secondary sources to determine quality, accuracy, reliability, cognitive bias and trustworthiness of data sources.	Undertakes research design that makes considered use of primary and secondary sources of evidence with reference to relevant principles and techniques for assessing their quality and accuracy. (S1)	



Strategy and Ethics	K1 The history, priorities, aims, issues and risks associated with their policy area.	Explains how the proposal supports the aims, priorities and strategy of their organisation and its leaders and takes account of both history and the results of horizon scanning, identifying issues and risks. (K1 K12 K14 S14)	Identifies potential wider contextual changes that could impact on the proposal and how these will be managed and communicated. (K1 K3 K14)
	K12 The importance of horizon scanning for future changes and developments in relation to policy interpretation.		
	K14 The organisation’s structure, strategy and priorities of organisational leaders or decision makers, and how their role supports these.		
	S14 Looking beyond immediate role to larger trends which may impact on the relevant policy area, utilising big picture thinking to support organisational strategy.		
	K3 The political, economic, social, technological, legal and environmental factors that impact on the policy area and the opportunities and challenges they each present.	Explores the opportunities and challenges arising from the political, economic, social, technological, legal, and environmental factors that impact on the policy area and how they influence policy development. (K3 K21)	
	K21 The legal, judicial and political context within which the relevant policy area is situated and how this influences policy development.		



Methodologies, Tools and Techniques	K4 The principles of project management tools and techniques and the importance of reviewing and maintaining plans.	Understands the principles of project management and the tools and techniques for reviewing policies and plans and how to measure progress, success and impact. (K4 K18)	Evaluates the strengths and weaknesses of the programme and project management tools used and explains how this informs the recommendations they have made. (K4)
	K18 How to measure the success of a policy, including the use of measures for progress, success, and impact.		
	S2 Use analytical techniques on research and data, making use of stakeholder expertise in the policy area.	Demonstrates application of analytical techniques and how they use problem definition and exploration and incorporate stakeholder expertise to create an evidence base for the decisions they make. (S2 S3)	Analyses and evaluates the data collection approach they have taken with reference to how well the research objectives have been met. (S2)
	S3 Demonstrate problem solving ability and evidence-based decision-making.		



Communication	K6 The core stakeholders within the specific policy areas and how to engage with them.	Uses and adapts communication techniques and technology to present data and justify findings and recommendations to meet the needs of different audiences, showing how they have worked collaboratively with others to develop and refine content. (K6 K7 K8 S4 S5 B2)	Justifies the communication methods and techniques used to present their findings and why others were not suitable. (S5)
	K7 Communication techniques and approaches to interact with a range of key internal and external stakeholders.		
	K8 Technology and software used to present data in agreed formats for publication.		
	S4 Prepare documents and present findings, making use of evidence to underpin arguments.		
	S5 Adapt communication style to different audiences.		
	B2 Works collaboratively with others.		
Accountability	K5 The importance of achieving value for money.	Takes ownership of their work, evidencing how they support financial decision making and value for money. (K5 B5)	N/A
	B5 Has accountability and ownership of their tasks and workload.		

Annex 3

Support Materials

✧ Assessment Method 2 Grading Descriptors



Theme	Assessed Criteria	Pass Grading Descriptor	Distinction Grading Descriptor
Policy and Legislation	K2 The wider organisational environment the policy area sits in and how policymaking typically operates within it.	Analyses the use of policy implementation tools and processes in their organisation and explains how they use these to support policy making and help ensure compliance with regulatory and legislative requirements. (K2 K9 K10)	Justifies their selection and use of tools and processes with reference to how these have ensured policy aims are met. (K10)
	K9 Regulatory and legislative requirements such as data protection and confidentiality, which affect practical processes such as the handling and processing of data and its application.		
	K10 Policy implementation tools and processes to ensure delivery meets desired policy aims.		



Stakeholder Engagement	K15 The purpose of engagement and consultation.	Justifies their choice of methods, including events, to engage a range of stakeholders and explains how they have used their stakeholder management skills to further policy aims and negotiate solutions. (K15 K16 K20 S9 S10)	Demonstrates a clear understanding of the importance of involving stakeholders, team members and specialists in policy development and explains how they successfully manage diverse perspectives and views which may sometimes be in conflict with each other. (K13 K15 K20 S9 S13)
	K16 Different levels of engagement (from passive informing through to active co-production with those impacted by policy interventions) and methods used to achieve engagement.		
	K20 Negotiation methods and factors to be considered when conducting negotiation.		
	S9 Demonstrate networking and stakeholder management skills.		
	S10 Facilitate events such as conferences, forums, or roundtable discussions on policy issues.		
	K13 The value of a diversity of skills and expertise within teams, as well as an inclusive environment.	Analyses the benefits of a diverse and inclusive team and input from those outside the policy function in improving policy outcomes. (K13 S13)	
	S13 Work with specialists from outside of the policy function. For example specialists in research, communications, commercial, legal, and science.		



Tools and Techniques	K17 The importance of monitoring and reviewing processes, including identifying and managing risks (e.g. operational, budgetary, reputational, legal).	Explains how they apply project and risk management tools in consistent monitoring and review and how this supports the achievement of policy aims and the identification and management of a range of risks. (K17 S6)	Evaluates how well the processes and tools they use across the policy lifecycle contribute to successful risk management, showing a clear understanding of different types of risk and the importance of successfully identifying and managing these. (K17 S6)
	S6 Apply project and risk management tools and techniques across the policy lifecycle.		
	S11 Keep accurate records of relevant information such as key data, identified trends, critiques, commentary, media attention and topical issues.	Explains how they ensure key findings such as data, identified trends, critiques, commentary, media attention and topical issues are accurately recorded to support policy development. (S11)	Explains how they have synthesised and analysed findings from a range of sources to influence policy direction. (S11)
Team and Self-Development	K22 The support requirements and training needs of their team.	Demonstrates how they support and develop their team through identifying needs, supporting the development of training materials and activities and acting as a positive role model, explaining the benefits this has for individuals and the organisation. (K22 S15 B3)	N/A
	S15 Support the development and delivery of materials and activities to train their team.		
	B3 Role models ethical behaviour and practices.	Explains how they identify and seek out opportunities for professional development. (B1)	
	B1 Seeks learning opportunities and continuous professional development.		



Managing Workloads	S7 Manage conflicting priorities to ensure work is completed within deadlines and budgets, setting own milestones to manage workload.	Explains how they maintain their resilience and motivation in difficult or changing circumstances while continuing to meet deadlines and operate within budgetary constraints. (S7 B4 B6)	N/A
	B4 Works flexibly and adapts to different circumstances.		
	B6 Remains motivated and resilient under pressure.		
	S8 Manage joint work with other organisations through tasks such as creating reference documents and records of policy decisions.	Maximises the benefits of joint working with other organisations, ensuring the accountability of stakeholders through accurate record keeping. (S8)	

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