Highfield Level 3 End-Point Assessment for Business Administrator

EPA-Kit

Section 8

Mock Assessment

- Mock Knowledge Test
- Mock Knowledge Test Mark Scheme
- The Portfolio Interview - Mock Assessment
- The Project Presentation - Mock Assessment
- Mock Marking Grids

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Paper Code: M-EPA-BA3001

Business Administrator
EPA Mock Multiple-choice Test

Level 3

Information for registered Centres

The seal on this examination paper must only be broken by the learner at the time of the examination.
Under no circumstances should a learner use an unsealed examination paper.

Information for candidates

Under no circumstances should the candidate use an unsealed examination paper.
This examination consists of **50 multiple-choice** questions. The minimum pass mark is 30 correct answers.
Candidates will achieve a **DISTINCTION** if they correctly answer 40 or more of the questions.
The duration of this examination paper is **60 minutes**.
You are **NOT** allowed any assistance to complete the answers.
You must use a pencil to complete the answer sheet - pens must NOT be used.
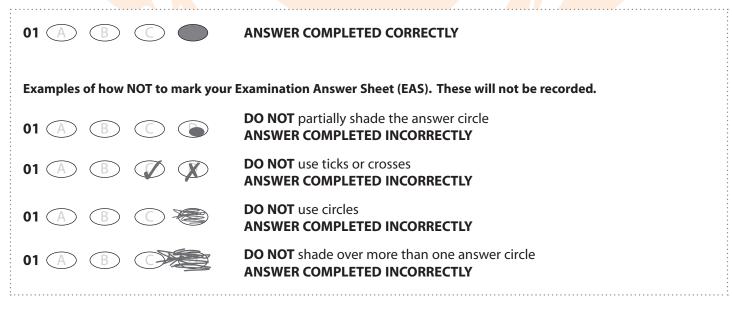When completed, please leave the **Examination Answer Sheet (EAS)** on the desk.

EXAMINATION ANSWER SHEET (EAS) INSTRUCTIONS:
For each question, fill in **ONE** answer **ONLY**.
If you make a mistake ensure you erase it thoroughly.
You must mark your choice of answer by shading in **ONE** answer circle only.
Please mark each choice like this:

01 (A) (B) (C) ●   **ANSWER COMPLETED CORRECTLY**

Examples of how NOT to mark your Examination Answer Sheet (EAS). These will not be recorded.

01 (A) (B) (C) (◗)   **DO NOT** partially shade the answer circle
    ANSWER COMPLETED INCORRECTLY

01 (A) (B) (✓) (✗)   **DO NOT** use ticks or crosses
    ANSWER COMPLETED INCORRECTLY

01 (A) (B) (C) (⬚)   **DO NOT** use circles
    ANSWER COMPLETED INCORRECTLY

01 (A) (B) (C)   **DO NOT** shade over more than one answer circle
    ANSWER COMPLETED INCORRECTLY

All candidates **MUST** sign the Examination Answer Sheet (EAS) in the bottom
right-hand corner of the page before leaving the examination room.

1

The number of team members reporting to a line manager is commonly referred to as:

A.   a workforce headcount

B.   a span of control

C.   a chain of command

D.   an organisational hierarchy

2

A community interest company (CIC) is primarily concerned with:

A.   providing shareholders with investment opportunities

B.   maximising profits for owners and stakeholders

C.   delivering a service to the public

D.   carrying out purposeful activities for a section of the public

3

The level of management responsible for developing strategic goals is:

A.   line

B.   supervisor

C.   functional

D.   senior

4

One of the most significant factors in globalisation is:

A.   the protection of workers' rights

B.   increased tax on exports

C.   development of trade barriers

D.   improvements in transportation

5

The **most** appropriate example of an organisation's mission statement is:

A.   'exceeded annual targets for innovation and excellence'

B.   'to bring inspiration and innovation to every athlete in the world'

C.   '50,000 copies sold every month'

D.   'perfect with or without sun'

6

The **most** appropriate reason to set goals in an organisation are that they enable:

A.   team members to understand the purpose of their work

B.   shareholders to receive regular dividends on their investments

C.   managers to seek promotion opportunities based on success

D.   customers to benefit from high-quality, low-cost products

7

The structure of an organisation determines:

A.   the frequency and duration of management meetings

B.   the annual leave entitlement for employees

C.   the core values and mission statement of an organisation

D.   how information flows within the organisation

8

An advantage of a flat organisational structure is that employees have:

A.   closer working relationships with their managers

B.   more autonomy

C.   more bureaucracy

D.   greater supervisory control

9

The purpose of a workplace policy is to:

A.   communicate the intended direction of the organisation

B.   establish guidelines for best practices in particular work situations

C.   monitor financial transactions and provide a balance sheet

D.   describe the general tasks and duties of a position

10

You receive an email from the fire safety company your organisation uses, stating that your annual fire risk assessment is due. This company is an example of:

A.   an internal customer

B.   a supplier

C.   an investor

D.   a government representative

11

The correct order of engagement levels in the stakeholders engagement assessment matrix is:

A.   unaware, resistant, neutral, supportive, leading

B.   leading, supportive, resistant, unaware, neutral

C.   resistant, supportive, neutral, unaware, leading

D.   supportive, neutral, unaware, leading, resistant

12

An example of one-way communication with stakeholders is:

A.   a teleconference

B.   posting a status update on a social media platform

C.   attendance at a networking meeting for stakeholders

D.   a radio advertisement

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It is important to adopt a positive approach when communicating with stakeholders. Adopting a proactive approach means:

A.   accepting change without challenging it

B.   responding to events after they have happened

C.   eliminating problems before they appear

D.   reacting to a problem as it occurs

14

The term 'stakeholder' means:

A.   anyone who is interested in working for an organisation

B.   the organisation's board of directors

C.   all people who hold an interest in the organisation

D.   other organisations that do business with the organisation

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Where a stakeholder is identified as having high interest and low power, an organisation should:

A.   keep them satisfied

B.   monitor their interests and power

C.   manage them closely

D.   keep them informed

16

When managing a project, unresolved conflict with stakeholders will **most** likely result in:

A. more stakeholders becoming aware of the project

B. an increase in the number of stakeholders engaged in the project

C. the development of barriers to cooperation and collaboration

D. an improved possibility of promotion

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An example of an internal customer is:

A. a regular client who also recommends the services of the organisation to new clients

B. a representative from the professional body associated with the organisation

C. an employee of the organisation who is not a shareholder

D. a shareholder in the organisation who is not an employee

18

Which of the following is **not** a form of intellectual property protection?

A. Trademark

B. Data protection

C. Patent

D. Copyright

19

Copyright protects:

A. the organisation's branding and logo

B. the organisation's procedure for producing its specialist products

C. personal information of staff

D. management information systems

20

A whistle-blower is someone who:

A. undertakes illegal or unethical actions within an organisation

B. informs on illegal or unethical actions within an organisation

C. takes responsibility for illegal or unethical actions within an organisation

D. decides upon disciplinary action for illegal or unethical actions that have occurred within an organisation

21

The authority responsible for enforcing the Health and Safety at Work etc. Act 1974 is the:

A. Metropolitan Police Service

B. Health and Safety Executive

C. British Safety Council

D. European Council for Safety

22

Diversity in the workplace refers to:

A. employing an equal number of men and women in the organisation

B. the range of personal characteristics and experiences of employees

C. making sure that decisions made are done so democratically

D. celebrating the religious festivals of all employees equally

23

When using a computer, you should:

A. sit with your feet flat on the floor or on a footrest

B. keep your shoulders elevated

C. ensure that your eyes are at least 100 cm/40 inches from the screen

D. position your monitor so that your head is tilted in an upward direction

24

When storing documents in a filing cabinet, it is important to:

A. avoid storing any heavy files

B. distribute heavy files evenly

C. store heavy files in lower drawers

D. store heavy files in upper drawers

25

As a minimum, a low-risk workplace should have a:

A. qualified first-aider only

B. first-aid box and a trained first-aider

C. first-aid box and an appointed person

D. first-aid box only

26

An example of an internal force of change is:

A. customers revising buying habits

B. a new competitor entering the market

C. a general election

D. problems in staff morale

27

At the start of a project, a cash flow problem is **most** likely to be caused by:

A. a high investment in the resources being required for the project

B. allowing customers too much credit

C. holding too much stock

D. employees demanding higher wages due to their increased responsibilities

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The term 'economies of scale' means that:

A. large organisations are more efficient than smaller ones

B. large organisations are less efficient than smaller ones

C. the cost of a product will decrease when the scale of production is increased

D. the cost of a product will increase when the scale of production is increased

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Incremental change involves:

A. developing and implementing a series of improvements over time

B. replacing existing processes or systems in a one-off activity

C. implementing an immediate shift in working culture

D. reinforcing the rationale for improvements

30

The **most** appropriate definition of 'innovation' is:

A. turning an idea into a solution that adds value to the organisation or customer

B. creating something that has never been made before

C. producing a dynamic plan to for the implementation of a new project

D. deciding the arrangements of new features of a product or service

31

The **most** appropriate definition of 'niche marketing' is targeting:

A. a broad range of consumers who are interested in specialist products or services

B. consumers who are within a specific age range who are interested in a broad range of products or services

C. a broad range of customers who regularly purchase expensive products

D. a narrowly defined group of potential customers who are interested in a specialist product or service

32

Positive cash flow is when:

A. income from sales exceeds outgoing expenses of the organisation

B. purchases through petty cash are documented accurately

C. a creditor lends money to an organisation to purchase stock

D. the level of revenue received by an organisation increases month on month

33

The **most** appropriate definition of a contingency plan is:

A. the primary course of action used to achieve a business objective

B. a proposal which focuses on high-level options, setting the main priorities

C. a blueprint setting out the growth and expansion intentions of an organisation

D. a course of action to be followed if a preferred plan provides unwanted results

34

An employee's net pay is:

A. the total amount of take-home pay after deductions

B. the amount of variable deductions, such as tax and National Insurance

C. the amount of tax paid to Her Majesty's Revenue and Customs (HMRC)

D. the full pay before tax or National Insurance have been taken off

35

The **most** appropriate example of a direct economic threat to an organisation is:

A. your competitors introducing a new product

B. a change of government

C. a new technological advancement

D. falling exchange rates

36

The transfer of an organisation away from the public sector is called:

A. individualisation

B. privatisation

C. depublification

D. conveyance

37

An organisation would **most** likely analyse the external factors that affect operations through:

A. a PEST analysis

B. a power/interest grid

C. a resource audit

D. key performance indicators

38

An example of an external change force within an organisation is:

A. an increase in consumer spending

B. an online marketing promotion of its products

C. the resignation of a branch manager at one of its stores

D. its introduction of an apprenticeship programme for school leavers

39

A change in carbon emission restrictions in a local area is an example of:

A. a trade barrier

B. an internal change agent

C. a regulatory and government policy change

D. a levy

40

A new market is:

A. a strength for an organisation

B. a weakness for an organisation

C. an opportunity for an organisation

D. a threat to an organisation

41

An example of a direct economic influence on an organisation is:

A. an update to industry regulation

B. a change in the demographics of customers

C. a rise in interest rates

D. buying habits of customers

42

Excess demand of a product causes:

A. the market to become saturated

B. an increase in lower quality products

C. prices to fall

D. prices to rise

43

A project goal should be SMART. This means:

A. specific, memorable, audited, representative, timely

B. social, memorable, analysed, representative, timely

C. specific, memorised, analysed, realistic, timely

D. specific, measurable, achievable, realistic, timely

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The stage of Tuckman's model of team development where a team starts to appreciate its colleagues' strengths and work towards a common goal is:

A. forming

B. storming

C. norming

D. performing

45

When managing project resources, a just-in-time (JIT) system:

A. ensures items are delivered when they are needed

B. waits until the last moment possible to complete each task

C. ensures stakeholders receive updates on a regular basis

D. ensures team members work within allocated hours

46

To minimise the possibility of threats that may affect a project, the **most** appropriate action to take is to:

A. plan every action carefully, instruct the project team clearly, leaving no room for ambiguity

B. carry out a risk analysis, identifying threats, probability and impact, then develop actions to reduce identified risks

C. only involve employees from within your own department, who you know can be trusted

D. record any errors made by individuals and undertake root cause analysis to reduce the likelihood of the errors reoccurring

47

Four key responsibilities involved with project management are:

A. planning, creating, manufacturing and presenting

B. coaching, organising, designing and budgeting

C. leading, costing, facilitating and reviewing

D. planning, organising, leading and controlling

48

During a project to implement a new website, you learn that you must purchase additional software to what was originally planned. You know that this will impact on other parts of the plan. The 3 key controls that will usually be affected by one another, and need to be considered, are:

A. stakeholders, schedule and cost

B. business plan, budget and staffing needs

C. scope, schedule and budget

D. authorisation, scope and cost

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A project team that works together across distance boundaries is:

A. an operations team

B. an executive function

C. the steering committee

D. a virtual team

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The order of the 5 stages in the lifecycle of a project are:

A. initiation, planning, monitoring, execution, close

B. initiation, monitoring, planning, execution, close

C. initiation, execution, monitoring, planning, close

D. initiation, planning, execution, monitoring, close

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Level 3

Mock Knowledge Test Mark Scheme

Answers for the test on the previous pages are:

Question	Correct answer	Topic
1	B	TO
2	D	TO
3	D	TO
4	D	TO
5	B	TO
6	A	TO
7	D	TO
8	B	TO
9	B	TO
10	B	ST
11	A	ST
12	D	ST
13	C	ST
14	C	ST
15	D	ST
16	C	ST
17	C	ST
18	B	RR
19	A	RR
20	B	RR
21	B	RR
22	B	RR
23	A	RR
24	C	RR
25	C	RR

Question	Correct answer	Topic
26	D	BF
27	A	BF
28	C	BF
29	A	BF
30	A	BF
31	D	BF
32	A	BF
33	D	BF
34	A	BF
35	D	EE
36	B	EE
37	A	EE
38	A	EE
39	C	EE
40	C	EE
41	C	EE
42	D	EE
43	D	PM
44	C	PM
45	A	PM
46	B	PM
47	D	PM
48	C	PM
49	D	PM
50	D	PM

Key:

TO = The organisation

ST = Stakeholders

RR = Relevant regulations

BF = Business fundamentals

EE = External environmental factors

PM = Project management

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The Portfolio Interview - Mock Assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that the apprentice experiences a mock portfolio interview in preparation for the real thing. The most appropriate form of mock assessment will depend on the apprentice's setting and the resources available at the time. In designing a mock assessment, the employer/training provider should include the following elements in its planning:

- consider a video recording of the mock assessment, and allow the it to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience. The mock assessment sheets later in this guide may be used for this purpose.

Examples of the types of questions that may be used include:

- 'Tell me about your organisational aims and objectives.'
- 'Tell me about occasions in which you have worked with different stakeholders.'
- 'Tell me about any laws and regulations that are relevant to your organisation.'
- 'Tell me about any external factors that may influence your organisation.'
- 'Can you tell me about any behavioural qualities that you feel may help you to fulfil your role?'

Project Presentation - Mock Assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that they complete a mock project presentation in preparation for the real thing.

Employer/training provider should carry out a mock assessment of the presentation. This would take the form of the apprentice presenting their project, which could then be marked against the criteria on the following pages.

Consider an audio recording of the mock, and to allow the mock to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice.

Ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice, to complete the learning experience. The mock assessment document sheets later in this guide may be used for this purpose.

Mock Marking Grids

Portfolio interview criteria

	The organisation	
Ref	**Assessment Criteria**	**Achieved**
K1.1	Identify the organisation's: • **purpose** • aims • ways of working	
K1.2	Describe how to apply the above in the **context** of the local (or sector) environment	
	Assessment Criteria - (Distinction)	
K1.3	Demonstrate a **thorough understanding** of the organisation's: • **purpose** • ways of working	

	Value of their skills	
Ref	**Assessment Criteria**	**Achieved**
K2.1	Describe the **structure** of the organisation	
K2.2	Explain **how own work contributes** to the organisation	
	Assessment Criteria - (Distinction)	
K2.3	Explain how **different** teams support each other	
K2.4	Explain how to promote the value of their work and how this contributes to the organisation	

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Stakeholders		
Ref	**Assessment Criteria**	**Achieved**
K3.1	Explain how to **work with** stakeholders to **achieve results**	
K3.2	Describe how to liaise with the following customers: • internal • external • suppliers • stakeholders inside or outside the UK	
Assessment Criteria - (Distinction)		
K3.3	Explain how to go **beyond expectations** to build constructive relationships with stakeholders	

Relevant regulation		
Ref	**Assessment Criteria**	**Achieved**
K4.2	Outline **relevant laws and regulations** and how to **consistently** follow them	
Assessment Criteria - (Distinction)		
K4.3	Demonstrate a **thorough** knowledge of **relevant laws and regulations** and how to **consistently** follow them	
K4.4	Describe how to **champion adherence** to **relevant laws and regulations** within the organisation	

Policies		
Ref	**Assessment Criteria**	**Achieved**
K5.1	Describe how to **follow** the organisation's internal policies	
Assessment Criteria - (Distinction)		
K5.2	Describe how to **promote** the organisation's internal policies including **key business policies** relating to sector	

External environment factors		
Ref	**Assessment Criteria**	**Achieved**
K8.2	Identify **external factors** affecting the organisation	
K8.3	Describe how **external factors relate** to own role	
Assessment Criteria - (Distinction)		
K8.4	Demonstrate a deep understanding of the **external factors** facing the organisation	
K8.5	Describe the placement of the organisation within the **international/global market** (where necessary)	

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IT		
Ref	**Assessment Criteria**	**Achieved**
S1.1	Use **IT packages**, specifically to: • **write letters or emails** • **record and analyse information**	
	Assessment Criteria - (Distinction)	
S1.2	**Consistently** demonstrate use of IT packages, providing: • **varied** examples • quality examples	
S1.3	**Coach others** in the use of IT	

Record and document production		
Ref	**Assessment Criteria**	**Achieved**
S2.1	Ensure that records are **accurate**, and **rarely** require correction	
S2.2	Ensure that records are treated confidentially, in compliance with the organisation's procedures	
S2.3	Propose recommendations and solutions that only need **minor improvements**	
S2.4	Support others with the production of documents	
	Assessment Criteria - (Distinction)	
S2.5	Ensure that records are **consistently accurate** and confidential	
S2.6	Recommend **insightful** improvements that result in a **clear benefit** to the organisation	
S2.7	Coach others and provide relevant feedback	

Communications		
Ref	**Assessment Criteria**	**Achieved**
S5.1	Demonstrate clear communication, both written and verbal	
S5.2	Answer questions from inside and outside of the organisation, representing the organisation or department	
S5.3	Use appropriate **communication channels** dependent on the subject matter	
	Assessment Criteria - (Distinction)	
S5.4	Communication is **consistently** clear, both written and verbally	
S5.5	Champions an appropriate choice of **communication channels**	

Quality		
Ref	**Assessment Criteria**	**Achieved**
S6.1	**Checks** own work before submission and makes improvements	
S6.2	Produce work that is **largely** accurate and meets expectations	
S6.3	Identify areas for improvement and can **justify** why	
S6.4	Promote best practice examples of administration, such as **accurate** records	
	Assessment Criteria - (Distinction)	
S6.5	Take ownership for work and **apply** processes to check it	
S6.6	Produce work that is **consistently accurate** and meets the agreed outcomes	
S6.7	Identify, recommend and implement process improvements	
S6.8	**Proactively coach** others and communicate requirements for work	

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Planning and organisation		
Ref	**Assessment Criteria**	**Achieved**
S7.1	Effectively **plan** work to achieve deadlines	
S7.2	Manage resources effectively, e.g. equipment or facilities	
S7.3	Effectively organise meetings and events	
S7.4	Take responsibility for logistics, e.g. travel and accommodation	
Assessment Criteria - (Distinction)		
S7.5	Make **plans** that efficiently **maximise** resources and personally ensures results are achieved	
S7.6	**Proactively** take **responsibility for areas of logistics**	

Professionalism		
Ref	**Assessment Criteria**	**Achieved**
B1.1	Describe how to **consistently** behave in a **professional** way	
B1.2	Identify how to demonstrate **punctuality**	
B1.3	Describe how to show **respect** for **others**	
B1.4	Describe appropriate **personal presentation** in line with organisational standards	
B1.5	Identify how to follow the **standard** of conduct required by the organisation	
B1.6	Identify the organisation's code of conduct for professional use of social media	
Assessment Criteria - (Distinction)		
B1.7	Describe how to behave as a **role model**	
B1.8	Describe how to show **professionalism** in conduct	
B1.9	Describe the importance of being **consistently** punctual	
B1.10	Describe how to show **respect** for others, irrespective of background, even in **difficult circumstances**	
B1.11	Describe how to be a **reliable** representative of the team	
B1.12	Describe how to be an **ambassador** for the organisation	

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Personal qualities		
Ref	**Assessment Criteria**	**Achieved**
B2.1	Outline how to **regularly** show **exemplary** qualities that are valued, including: • integrity • reliability • positivity • self-motivation	
Assessment Criteria - (Distinction)		
B2.2	Describe how to **always** show **exemplary** qualities that are valued including: • integrity • reliability • positivity • self-motivation	

Managing performance		
Ref	**Assessment Criteria**	**Achieved**
B3.1	Identify how to **clarify** requirements and take responsibility for work produced	
B3.2	Describe how to act with responsibility and deliver work to the **right level of quality** without requiring additional supervision and coaching	
B3.3	Outline the appropriate process to ask for feedback and how to effectively take feedback on board	
Assessment Criteria - (Distinction)		
B3.4	Describe how to show a **strong** personal responsibility for all aspects of work	
B3.5	Outline how to work with **minimal** supervision, while adhering to: • policies • procedures • standards	
B3.6	Explain how to take responsibility for own development by continually assessing the quality of work	

Adaptability		
Ref	**Assessment Criteria**	**Achieved**
B4.1	Describe how to **accept** change	
B4.2	Describe how to **respond positively** to change	
Assessment Criteria - (Distinction)		
B4.3	**Evaluate** the impact of any change	
B4.4	Explain how to **use** change to improve work	

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	Responsibility	
Ref	**Assessment Criteria**	**Achieved**
B5.1	Identify how to **accept** personal responsibility for own work	
B5.2	Describe how to **deliver** work **on time** and to the **right level of quality**	
B5.3	Describe how to take ownership and show willingness to see work completed	
B5.4	Describe how to apply initiative in developing own skills and behaviours	
	Assessment Criteria - (Distinction)	
B5.5	Describe how to behave as a **role model** and take personal responsibility for themselves and peers	
B5.6	Explain how to deliver work both **within targets** and **exceeding expectations**	

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Project presentation criteria

	Value of their skills	
Ref	**Assessment Criteria**	**Achieved**
K2.5	Identify their **role** within the team	
K2.6	Identify the **value** of their skills	
	Assessment Criteria - (Distinction)	
K2.7	Analyse their skills, **compared** with **others**	

	Stakeholders	
Ref	**Assessment Criteria**	**Achieved**
K3.4	Explain **how to** manage **stakeholders** including: • **clarifying** expectations • **delivering** on expectations	
	Assessment Criteria - (Distinction)	
K3.5	Explain how to follow the **principles** of stakeholder management	

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Processes		
Ref	**Assessment Criteria**	**Achieved**
K7.1	Describe how to **consistently** follow the organisation's processes	
K7.2	Outline how to make suggestions for **small** improvements and support on successful implementation	
Assessment Criteria - (Distinction)		
K7.3	Describe how to follow organisational processes and **promote** adherence and improvements to them	
K7.4	Identify **inefficiencies** or **ineffectiveness** in a process and support on successful implementation of **rectification**	

IT		
Ref	**Assessment Criteria**	**Achieved**
S1.4	Use **IT packages** to perform tasks relevant to own role without supervision	

Decision making		
Ref	**Assessment Criteria**	**Achieved**
S3.1	Decisions are thought through, using a **range** of information to make a **sound** judgement	
S3.2	Challenges appropriately and is polite when doing so	
S3.3	Exercises **sound** judgement when asking for advice by choosing the appropriate time, manner and person	
Assessment Criteria - (Distinction)		
S3.4	Decisions are **timely** and **consistently** show good judgement	
S3.5	Decisions are **continuously** made by thoughtfully considering **different** information and the risks of any action	
S3.6	Decisions are **fully** evidenced and **justifiable**	
S3.7	**Consistently** behaves and seeks advice in a mature way	

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Interpersonal skills		
Ref	**Assessment Criteria**	**Achieved**
S4.1	Works effectively with a **range** of people	
S4.2	**Influences** and **challenges** peers when necessary	
S4.3	Supports others in the organisation and demonstrates coaching skills	
Assessment Criteria - (Distinction)		
S4.4	**Influence** managers as well as peers	
S4.5	Constructively **challenge** managers, as well as peers, when necessary	
S4.6	**Proactively** offer coaching to others, providing relevant feedback	

Communications		
Ref	**Assessment Criteria**	**Achieved**
S5.6	Show flexibility to **different** situations	
Assessment Criteria - (Distinction)		
S5.7	**Consistently** answers queries from **both** inside and outside of the organisation in a confident way	

Planning and organisation		
Ref	**Assessment Criteria**	**Achieved**
S7.7	Shares areas to improve plans with others	
Assessment Criteria - (Distinction)		
S7.8	**Improve** the management of resources, e.g. identify cost savings or process improvements	
S7.9	Make suggestions for improvements to working practice showing understanding or implications beyond immediate environment	

Project management		
Ref	**Assessment Criteria**	**Achieved**
S8.1	Effectively plan and manage **small** projects	
S8.2	Able to lead **small** projects when required	
Assessment Criteria - (Distinction)		
S8.3	Plan and manage a **significant** project and describe what made it a success	

Responsibility		
Ref	**Assessment Criteria**	**Achieved**
B5.7	Describe how to develop their own skills and behaviours	
Assessment Criteria - (Distinction)		
B5.8	Describe how to **proactively** seek opportunities to develop themselves and **share** this learning with others	

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