

# **Express Delivery Manager Degree Apprenticeship Level 6**

## **End-point Assessment Plan**

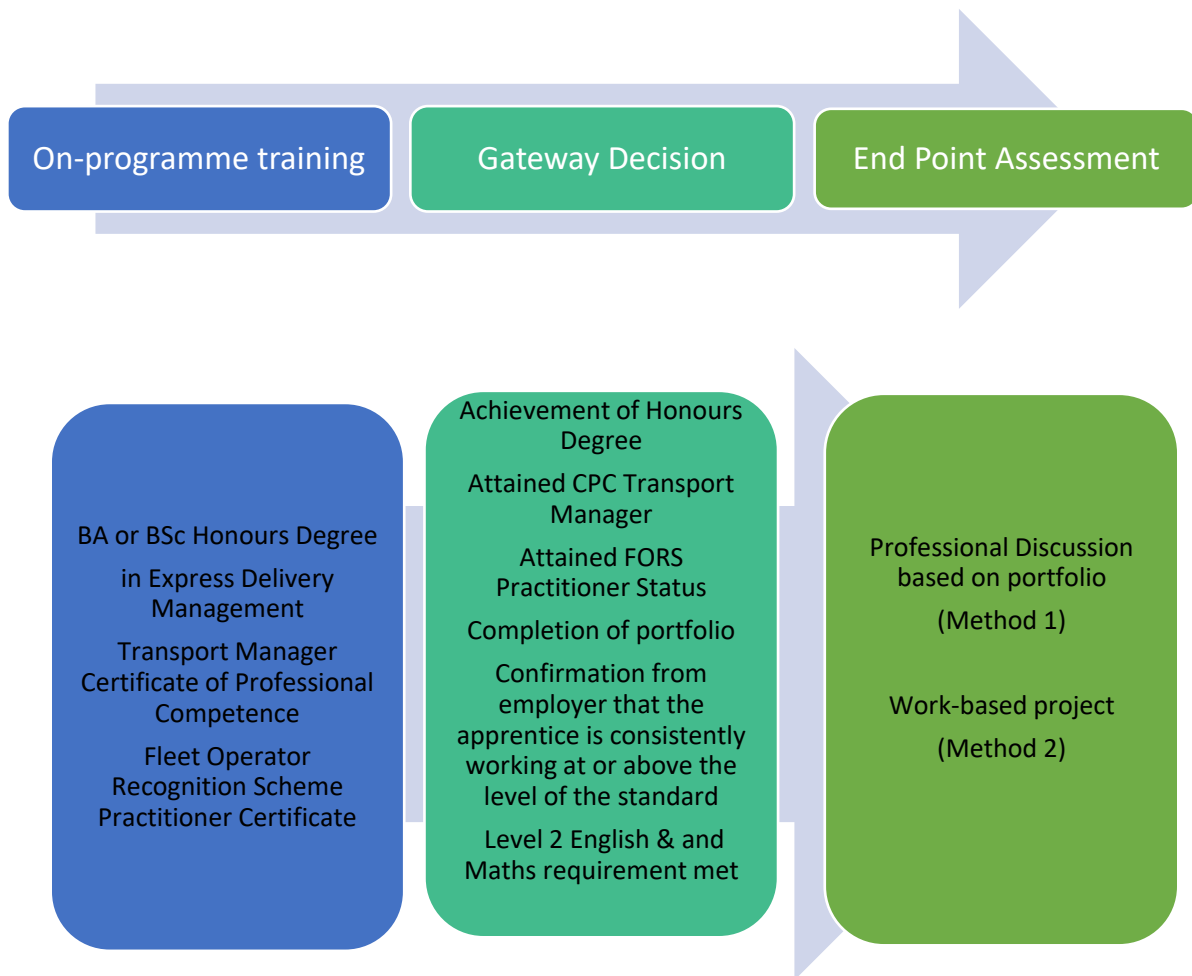
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## 1. Overview

This End-point Assessment (EPA) plan is for employers, education and training providers, independent End-point assessors and other apprenticeship stakeholders that are responsible for the end-point assessment of the Express Delivery Manager apprenticeship. This plan has been developed by a group of employers from the express delivery sector. The focus of this EPA plan is the end-point assessment which is undertaken by an apprentice at the end of their apprenticeship. End-point assessments can only be carried out by End-point Assessment Organisations (EPAOs) that are on the ESFA's Register of End-point Assessment Organisations. They will devise/administer the end-point assessment according to this EPA plan.

## 2. Apprenticeship structure

The apprentice journey is illustrated in the diagram below. This Degree Apprenticeship follows the 'non-integrated' model. Universities offer a degree programme meeting the Express Delivery Manager standard. In addition the apprentice must achieve the CPC (Certificate of Professional Competence) for Transport Managers (Road Haulage) Level 3 and Fleet Operator Recognition Scheme (FORS), Practitioner Status. The end-point assessment set out in this plan tests full occupational competence through a professional discussion based on a portfolio, which is synoptic and post gateway, followed by a work-based project.



### 3. End-point Assessment Gateway

Having completed the on programme part of the apprenticeship - which must be a minimum of 12 months, but typically will be 36 months - the apprentice must pass the assessment gateway. The employer must decide whether they are satisfied that the apprentice has completed the following gateway requirements before putting them forward for the End-point assessment:

- A level 6 BA/BSc (hons) degree in Express Delivery Management
- A portfolio of evidence that meets the requirements of the apprenticeship and is completed by the apprentice and which demonstrates their learning and application of knowledge, skills and behaviours covered by the professional discussion assessment method. The portfolio must be completed prior to the gateway and be submitted to the chosen EPAO. The portfolio is an opportunity to select a small number of items to be used by the apprentice in the professional discussion to exemplify important aspects of the work they carry out for their employer. The portfolio must contain between 5 and no more than 10 pieces of evidence. These may be for example, business documents completed, business calculations carried out by the apprentice or reports and briefings they have prepared for their employer. This evidence must relate to those areas of the Standard where Assessment Method Two is indicated in Annex 1 as the assessment method. Reflective accounts and self-evaluations cannot be included as evidence in the portfolio.
- The CPC (Certificate of Professional Competence) for Transport Managers (Road Haulage) Level 3.
- Fleet Operator Recognition Scheme (FORS), Practitioner Status.
- Apprentices must achieve Level 2 English and Mathematics. However for those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

The employer decides when the apprentice has completed the gateway requirements and is considered ready to undertake end-point assessment. Whilst the responsibility for this lies with the employer, normally this decision will be made using supporting information and feedback on the apprentice's progress from the Higher Education Institute.

### 4. End-point Assessment methods and EPA period

The end-point assessment (EPA) will provide independent, synoptic assessment of the knowledge, skills and behaviours of the apprenticeship standard. The end-point assessment will deliver a valid, reliable and independent judgement that the apprentice has achieved the

standard required in order to be awarded the apprenticeship as an Express delivery manager.

There are two EPA methods. Method One is a professional discussion based on the portfolio which is a gateway requirement and described Section 3 above. Method 2 is a work-based project carried out post-gateway. Section 5 sets out the detailed requirements for each method. The total EPA period available to apprentices is 30-weeks.

**Method One: Professional Discussion.** EPAOs must schedule the professional discussion to take place within the first 14-weeks of the EPA period, giving an apprentice a minimum of 2-weeks' notice of the time, date and venue.

**Method Two: Work-based Project.** The EPAO must approve the project, title and content with the apprentice within the first 2 weeks of the 30 week EPA period. The project must then be completed and marked within a further 12 weeks. It is expected that most apprentices will complete the project in a 14-week period. However if the project is not approved by the EPAO in the first 2 weeks, a further two weeks will be provided for a second attempt at project agreement. This brings the total available to 16 weeks.

Should the first project be marked as a fail, one further 14-week block is provided for a second project to be attempted. For this second attempt, a 2-week agreement period is again allowed with a further twelve weeks allowed to complete that project.

The 30 week maximum period therefore allows for two 14-week blocks and allows a 2-week resubmission of the first project agreement. If the candidate fails to achieve a project pass within 30 weeks a fail is recorded for this part of the EPA.

Annex 1 sets out which end-point assessment methods will be used to assess each knowledge, skill and behaviour defined in the standard. Both methods will be subject to fail, pass and distinction grades.

## **5. Method one: professional discussion based on portfolio.**

The purpose of the professional discussion is to review and discuss with the apprentice the portfolio of evidence which has been collated and completed as part of the gateway. The portfolio must be received by the EPAO at least 2 weeks prior to the day on which the professional discussion will be held. The independent assessor will select the areas they wish to explore with the apprentice in the professional discussion after reviewing the evidence contained within the portfolio

The assessor will develop questions to enable them to conduct a structured discussion lasting 45 minutes, (with a time tolerance of +/- 10% at the discretion of the assessor) covering knowledge, skills and behaviours (as mapped in annex one) across all four areas of the Standard; Technical Operations, Finance, Safety, and Contingencies. The independent end-point assessor will make the final decision as to the outcome of the professional discussion. Other requirements for the professional discussion are as follows:

- The EPAO must schedule the professional discussion to take place within the first 14 weeks of the apprentice's 30-week EPA period, giving an apprentice a minimum of 2 weeks' notice of the time, date and venue.
- The EPAO must ensure that the apprentice has been informed by the employer or training provider about the purpose and format of the professional discussion.
- The discussion can be held either face-to-face or remotely using appropriate technology.
- In either case, the EPAO must ensure that the professional discussion is conducted in a 'controlled environment' i.e. a quiet room, away from the normal place of work. Where the discussion is not face-to-face, independent end-point assessors must ensure adequate controls are in place to maintain fair and accurate assessment.
- Apprentices may refer to the evidence contained within the portfolio when answering questions during the professional discussion.
- EPAOs must produce sample questions as a guide for independent assessors to preparing their questions for the professional discussion.
- The professional discussion should be recorded electronically.
- Independent assessors must assess the professional discussion using the grading criteria in annex 2.

## **6. Method two: work-based project**

All apprentices will undertake a short, work-based project. The project should focus on an innovative and/or strategic business issue with compliance, finance, safety and contingency at its heart. The project should be based on an agreed business problem/critical issue that forms part of the apprentice's role in the express sector. The project should be compliant with all relevant legal and regulatory standards.

The apprentice must provide a project proposal to the EPAO at the same time as they pass the gateway. The EPAO must approve a proposal within 2 weeks. Once approved, there is a total of 12 weeks during which the project must be submitted by the apprentice and marked and graded by the EPAO.

A project proposal must include the following minimum information:

- Project title
- A synopsis (maximum 250 words) including a summary of the key issues or challenges, options for dealing with these and the apprentice's role

If a proposal is not accepted, the EPAO must provide feedback to the apprentice explaining the reasons why, and the apprentice may submit up to two alternative proposals. The project must provide an opportunity for the apprentice to provide evidence of all of the knowledge and skills identified as being covered by this method in Annex 1.

The project must be presented as 4,000 words +/-10% words tolerance either way, plus a maximum of three appendices (not exceeding 2,000 words in total and two graphs. It must be verified by the apprentice's employer by signature and date that the project is a true reflection of the apprentice's involvement and that it is their own work. This project is an

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integral part of the end-point assessment and will contribute to the grading of method.

The project must include the following:

- A summary of the project and the apprentice's role and level of responsibility
- The key issues or challenges on the project
- The practical application of knowledge, skills and behaviours
- Specification of what has to be delivered on completion of the project – must include the output, documented project plans etc.
- Documentation of their assumptions and the consequences of those assumptions – enabling the apprentice to show their understanding of commercial pressures, and the application of their thinking and problem-solving skills.
- The options considered, solutions identified and reasons why some options were not feasible
- What the apprentice achieved and how this was achieved

The employer should make suitable allowance for the project to be undertaken, both in terms of time, environment and resources. Any issues with confidentiality and/or security must also be addressed between the employer and apprentice allowing for a project of business value to be undertaken using real data.

## 7. EPA Roles and responsibilities

**The Employer:** The employer will support the apprentice throughout their training and conduct regular reviews to monitor their progress throughout the apprenticeship. The employer will determine when the apprentice should be put forward for the gateway and end-point assessment. They will select an end-point assessment organisation to administer the end-point assessment.

**The End-point Assessment Organisation:** The end-point assessment organisation must be on the ESFA's Register of end-point assessment organisations. They will devise and administer the end-point assessment according to the end-point assessment plan. They will ensure assessors have a recognised professional qualification gained through formal training.

## 8. Retakes and resits

Apprentices who fail one or more EPA method will be offered the opportunity to take a re-sit/retake. Re-sits/re-takes must not be offered to an apprentice wishing to move from pass to distinction. A re-sit does not require further learning, whereas a re-take does.

The apprentice's employer will need to agree that a re-sit or re-take is an appropriate course of action. The apprentice should have a supportive action plan to prepare for the re-sit or re-take. A re-sit of an individual EPA method must be taken within the 30 week EPA period, otherwise the entire EPA must be re-taken. The maximum grade awarded to a re-sit or re-take will be pass, unless the EPAO identifies and approves exceptional circumstances

accounting for the original fail such as for example, a health episode.

## 9. Grading

The successful apprentice receives an overall grade for the end-point assessment of Fail, Pass or Distinction as determined by the independent assessor. The apprentice must pass both assessment methods in order to pass. Each method is equally weighted. Detailed grading descriptors are at Annex 2. A grade diagram follows; detailing, fail, pass and distinction.

<b>Method 1 - Professional discussion based on portfolio</b>	<b>Method 2 - Work based project</b>	<b>Final EPA grade</b>
Fail	Fail	Fail
Pass	Fail	Fail
Fail	Pass	Fail
Distinction	Fail	Fail
Fail	Distinction	Fail
Pass	Pass	Pass
Distinction	Pass	Pass
Pass	Distinction	Pass
Distinction	Distinction	Distinction

## 10. Internal Quality assurance

Registered end-point assessment organisations develop the assessments and supporting materials. Assessments must be designed to produce assessment outcomes that are consistent and reliable, allowing fair and proper comparison between apprentices employed in different types and sizes of organisations.

Internal quality assurance refers to the requirements that EPAO must have in place to ensure consistent (reliable) and accurate (valid) assessment decisions. EPAOs for this EPA must undertake the following:

- appoint independent assessors that meet the requirements as detailed in this plan
- provide training for independent assessors in terms of good assessment practice, operating the assessment tools and grading
- have quality assurance systems and procedures that support fair, reliable and consistent assessment across organisation and over time
- operate regular standardisation events that enable assessors to attend a minimum of 1 events per year
- operate moderation of assessment activity and decisions, through examination of documentation and observation of activity, with a minimum of 15% of each independent assessors' assessments moderated



- Develop examples of questions to assist assessors in preparing for the professional discussion.
- Secure recording and storage of all assessment decisions
- Verification of achievement of apprenticeship certificate and administration of the certification process

This must be combined with expertise to develop and administer the assessment tools required and the capability to deliver assessments at the scale and with the levels of service and geographical coverage required.

The EPAO must use suitably experienced assessment staff to administer these assessment tools in line with the requirements of this EPA plan. They must ensure that the independent assessors are capable of reviewing the work-based project, reviewing the portfolio and conducting and assessing the professional discussion.

All independent assessors must meet the general requirements for assessment and verification qualifications and expertise in assessment principles and practices that are laid out by End-point Assessment organisations. Assessors must hold the Certificate of Professional Competence for Transport Managers (Road Haulage) and be able to demonstrate to the EPAO that they possess practical and up-to-date knowledge of current working practices in the Express Delivery sector, for example through having at least 3 year of work experience in the past ten years in duties covered by the Express Delivery Manager Standard. Independent assessors must undertake continuous professional development to maintain their own sectoral knowledge and skills. EPAOs must ensure that independent assessors have appropriate knowledge and relevant experience relating to the particular sector knowledge they will be assessing.

Moderation, verification and standardisation of the assessment judgements must be part of the EPAO's internal quality assurance system. The judgement of the independent assessor must be subject to moderation and verification by the EPAO's quality assurance team. Quality assurance team staff must have quality assurance qualifications.

EPAOs will monitor the assessment process and verify the assessment judgements to ensure consistency across assessors and across employers. This must be performed on a risk basis, i.e. new or poorly performing assessors must have every element of every assessment quality assured, but established, high performing assessors can be quality assured on a sampling basis, with at least one assessment component being subject to either desk based or live internal quality assurance activity.

## **11. External quality assurance**

The Institute of Couriers (IOC), a professional body in the sector, have agreed to carry out the external quality assurance function for this standard. No profit will be made by IOC through conducting this EQA activity.

## **12. Volumes**

It is anticipated that, from January 2019, there will be at least 200 new starts per year, subject to employers' resourcing strategies and student demand. The employer group will monitor and evaluate the end-point assessment experience of the apprentices and employers and the training providers who are the 'early adopters' so that we maximise manageability and feasibility.

## **13. Manageability and feasibility**

The approach to assessment is to encourage manageability and feasibility for organisations of all sizes, such as SMEs and corporates, as well as organisations in the public sector. For example, the use of the employer premises and the combination of assessment methods developed by the employer group to be the most relevant, manageable and feasible.

There has been consultation with representatives from HEIs, training providers, AELP and end-point assessment organisations.

## Annex 1

### Breakdown of which KSBs are assessed by which method

<b>Key:</b>	
<b>Method 1 - Professional Discussion based on portfolio (synoptic across KSBs)</b>	<b>PD</b>
<b>Method 2 - Work-based Project</b>	<b>P</b>

#### Indexing the 66 Units of KSBs taken from the standard.

- Each KSBs has been given a letter, K for knowledge, S for skill and B for behaviour, then a number to index. i.e. K1 to K27, S1 to S30, B1 to B9, a total of 66 individual units of KSBs.
- Two KSB can be found in both the PD and the P. There are 37 KSB for the PD and 29 KSB for the P weighted to a balance of fifty/fifty between the two methods for grade score.

<b>KNOWLEDGE</b>	<b>What is required</b> - The Express Delivery Manager will require a comprehensive understanding of;	<b>Method of assessment</b>
Business Processes	<ul style="list-style-type: none"> <li>• (K1) Theories and techniques of; strategic business management and business operations, performance management and key performance indicators.</li> </ul>	PD
	<ul style="list-style-type: none"> <li>• (K2) The range of sortation hub services; consolidation, brokering services, collection services and locations used as collection points, concept and processes of reverse logistics.</li> </ul>	PD
	<ul style="list-style-type: none"> <li>• (K3) The importance of route optimisation and the methods used to optimise routes; bespoke and generic hardware and software used to manage deliveries and collections.</li> </ul>	PD
	<ul style="list-style-type: none"> <li>• (K4) Implications of volume and of weight of goods in allocating goods to vehicles and routes.</li> </ul>	PD
	<ul style="list-style-type: none"> <li>• (K5) Factors affecting profitability of delivery or collection. Analysis of route density, achievement numbers and time slot selection.</li> </ul>	PD
Compliance	<ul style="list-style-type: none"> <li>• (K6) The principles of commercial, common contract law and insurances as applied to express delivery operations.</li> </ul>	P
	<ul style="list-style-type: none"> <li>• (K7) Customs regulations applied to international movement of goods; customs bonded storage.</li> </ul>	P
	<ul style="list-style-type: none"> <li>• (K8) Laws and Regulations applying to transport operations; Operator Licencing, Transport Manager Certificate of Professional Competence, Fleet Operator Recognition Scheme.</li> </ul>	P
	<ul style="list-style-type: none"> <li>• (K9) Laws and Regulations applying to specific goods; Postal Common Operators Procedures Code, Mail Integrity Code of Practice, controls relating to dangerous or hazardous goods, foodstuffs. Data protection legislation.</li> </ul>	P

	<ul style="list-style-type: none"> <li>• (K10) The relevance and impact on business operations of legislation for safeguarding young people and vulnerable adults.</li> <li>• (K11) The range of Quality Standards used in the sector, the factors that determine which quality standards are used and their impact on business processes.</li> </ul>	P
Customer Insight	<ul style="list-style-type: none"> <li>• (K12) Determinants of consumer behaviour; ability to influence customer choice.</li> <li>• (K13) Methods of customer relationship management; techniques for building customer relationships.</li> <li>• (K14) Methods of communication; face to face, sharing information about service performance, impact of social media on customer communications.</li> </ul>	PD PD PD
Leadership and Management of People	<ul style="list-style-type: none"> <li>• (K15) Employment Law as it applies in the sector.</li> <li>• (K16) Theories and principles relating to; management of conflict in the workplace, disciplinary procedures and processes, management and development of people, training, coaching and mentoring.</li> </ul>	PD PD
Business Innovation	<ul style="list-style-type: none"> <li>• (K17) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.</li> </ul>	PD, P
Financial	<ul style="list-style-type: none"> <li>• (K18) The business models for express delivery services; employed, self-employed and mixed fleet couriers, types of contract and payment processes used by companies.</li> <li>• (K19) Financial implications of different business models, PAYE employment, self-employment, mixed vehicle fleets, corporate structures.</li> <li>• (K20) Methods used to analyse where costs occur in the business process.</li> </ul>	PD P P
Safety	<ul style="list-style-type: none"> <li>• (K21) Health, safety and security regulations related to goods carried and how these impact on business operations.</li> <li>• (K22) The potential environmental and air pollution hazards associated with express delivery, postal and courier services in urban and rural environments.</li> </ul>	P P
Contingencies	<ul style="list-style-type: none"> <li>• (K23) The range of potential economic contingencies and their impact on business operations.</li> <li>• (K24) Principles of business continuity.</li> <li>• (K25) Theories of risk management, the range of tools used to manage and mitigate business risk.</li> <li>• (K26) Techniques of dynamic risk assessment.</li> <li>• (K27) The cyclical and seasonal nature of express delivery demand and strategies for adapting to demand peaks and troughs.</li> </ul>	P P P P P
<b>SKILL</b>	<b>What is required</b> - The Express Delivery Manager will have the ability to;	
Business Processes	<ul style="list-style-type: none"> <li>• (S1) Evaluate business strategies and operational plans for express delivery; applying business management theory.</li> <li>• (S2) Apply key performance indicators to the management of express delivery operations.</li> </ul>	PD PD PD

	<ul style="list-style-type: none"> <li>• (S3) Interpret data to manage volume flows through the delivery/collection process.</li> <li>• (S4) Apply company policies, articulate and justify instructions related to collections, deliveries, failed deliveries and returns.</li> <li>• (S5) Identify and implement correct labelling and packaging of goods.</li> </ul>	<p>PD</p> <p>PD</p>
Compliance	<ul style="list-style-type: none"> <li>• (S6) Apply commercial and employment legislation in the workplace; comply with legal and regulatory requirements relating to express delivery services, deal with security breaches, and ensure compliance with data protection legislation.</li> <li>• (S7) Apply commercial acumen to contracts for sortation and delivery services.</li> <li>• (S8) Implement processes for audits in relation to quality standards.</li> <li>• (S9) Ensure compliance with customs regulations related to bonded goods.</li> <li>• (S10) Interpret and apply organisation's policies relating to safeguarding of young people and vulnerable adults.</li> <li>• (S11) Align vehicle fleet management processes with legislative and regulatory requirements.</li> <li>• (S12) Implement quality standards in business operations and ensure that business processes comply with quality standards.</li> </ul>	<p>PD</p> <p>P</p> <p>PD</p> <p>P</p> <p>P</p> <p>P</p> <p>P</p>
Customer Insight	<ul style="list-style-type: none"> <li>• (S13) Interpret customer's needs and identify ways to improve customer service.</li> <li>• (S14) Apply theories of consumer behaviour to customer relationships, apply customer relationship management (CRM) techniques to communications with clients. Interpret and share information about delivery performance with customers.</li> <li>• (S15) Apply knowledge to the writing and presentation of bids to customers for new work.</li> </ul>	<p>PD</p> <p>PD</p> <p>PD</p>
Leadership and Management of People	<ul style="list-style-type: none"> <li>• (S16) Apply management theory to the management of people.</li> <li>• (S17) Apply performance management techniques based on data, drive the achievement of standards and targets in the operation.</li> <li>• (S18) Build, lead, motivate and influence teams, demonstrate empowerment of people.</li> </ul>	<p>PD</p> <p>PD</p> <p>PD</p>
Business Innovation	<ul style="list-style-type: none"> <li>• (S19) Apply continuous improvement techniques to sortation operations, develop innovative service propositions, and apply technology to sortation activities.</li> <li>• (S20) Demonstrate confident presentation skills. Present complex data and information in a business format, show how reading and learning influence own performance.</li> </ul>	<p>PD</p> <p>PD</p>
Financial	<ul style="list-style-type: none"> <li>• (S21) Interpret data gathered from the monitoring of express delivery operations and evaluate costs.</li> <li>• (S22) Apply activity-based costing techniques.</li> <li>• (S23) Evaluate ways to minimise business costs while meeting customer requirements.</li> </ul>	<p>P</p> <p>P</p> <p>P</p> <p>P</p>

	<ul style="list-style-type: none"> <li>• (S24) Apply financial analysis, data analysis and data management techniques.</li> <li>• (S25) Define, articulate and justify an express delivery business case.</li> </ul>	P
Safety	<ul style="list-style-type: none"> <li>• ((S26) Interpret and apply regulations relating to the movement and handling of items to ensure that goods are handled correctly using lifting and other equipment where appropriate.</li> <li>• (S27) Interpret requirements for equipment and vehicle checks and implement daily checks and fault reporting procedures, implement procedures and processes which ensure that reported faults are rectified.</li> </ul>	P P
Contingencies	<ul style="list-style-type: none"> <li>• (S28) Apply dynamic risk assessment principles to express delivery services.</li> <li>• (S29) Apply methods to ensure business continuity; create a business continuity plan.</li> <li>• (S30) Align business processes with both short term and long term changes in the external business environment.</li> </ul>	P P P
<b>Behaviour</b>	<b>What is required</b> - The Express Delivery Manager will behave in a way that enables;	
	<ul style="list-style-type: none"> <li>• (B1) Acts as a company ambassador, shares business core values.</li> <li>• (B2) Customer focussed, strives to improve service quality.</li> <li>• (B3) Authoritative, Confident, Positive.</li> <li>• (B4) Engages positively with colleagues and clients, is creative and innovative.</li> <li>• (B5) Takes personal responsibility for the environmental impacts of express delivery, postal and courier services and strives to reduce those impacts.</li> <li>• (B6) All-rounder, Pro-active, Willing to challenge.</li> <li>• (B7) People person, Empathy, Recognises good and bad behaviours.</li> <li>• (B8) Reliable, Accurate, Process driven.</li> <li>• (B9) Is calm under pressure and focused on solutions not problems.</li> </ul>	PD PD PD PD  PD  PD PD PD

## Annex 2

### Detailed Grade Descriptors

The two tables below set out the grade descriptors for Method 1, Professional Discussion and Method 2, Work-based Project

#### Method One – Professional Discussion (based on portfolio) grade descriptors

- All pass criteria must be achieved to obtain a pass.
- All Distinction criteria must be achieved to obtain a distinction

	Element of Standard	Fail	Pass	Distinction
<b>KNOWLEDGE</b> (K - Know it)	<b>Understanding assessed:</b>			
<b>Business Process</b>	(K1) Theories and techniques of; strategic business management and business operations, performance management and key performance indicators.	Does not meet pass criteria.	Can correctly explain and illustrate theories and techniques of business management and operations between retailers, logistics service providers (LSP) and consumers. Detailing the client chain in Express logistics and constraints such as operating capacity and urban density.	Identify, critically explain appropriate theories and techniques for LSP constraints of operating capacity and urban density issue within the context of delivery speed promise to the consumer.
	(K2) Range of sortation hub services; consolidation, brokering services, collection services and locations used as collection points, concept and processes of reverse logistics.	Does not meet pass criteria.	Can accurately describe range of sortation and collection services for size, volume and weight, security and delivery. Can explain terms such as customer promise, delivery network bandwidth, e-retail, express, final mile and last mile. Can explain consolidation and brokering services in the LSP business model and the concept and processes of reverse logistics. Detailing variation of collection and delivery points from home to box and their impact on bandwidth of LSP delivery network and match to service provision across varied urban density geography.	Critically explain collection service for customer promise for delivery time and recommend appropriate actions about customer promise of speed of delivery matched to the value and size of goods.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(K3) The importance of route optimisation and the methods used to optimise routes; bespoke and generic hardware and software used to manage deliveries and collections.	Does not meet pass criteria.	Can explain the importance of route optimisation, and the methods and software used to manage deliveries and collections. Detailing the importance of route optimisation in the LSP hub network and the implication of operating capacity in variations of urban density. Detailing bespoke and generic software and hardware to achieve this.	Identify, critically explain and recommend appropriate actions for route optimisation in context of the client promise for delivery speed in a competitive environment.
	(K4) Implications of volume and of weight of goods in allocating goods to vehicles and routes.	Does not meet pass criteria.	Can explain the operating capacity implications of volume and of weight of goods in allocating goods to vehicles and routes. Detail allocation of vehicles across fleet of an LSP to maximise the bandwidth and capacity of the network.	Critically evaluate and justify the balance of weight to volume capacity in service provision success for variations of urban density geography.
	(K5) Factors affecting profitability of delivery or collection. Analysis of route density, achievement numbers and time slot selection	Does not meet pass criteria.	Can explain the factors affecting profitability of LSP delivery or collection in a variety of urban density across mixed time slots. Detail and explain breadth of time slot match to urban density variations and the value of delivery success in the client chain to the LSP affecting profitability.	Can interpret and critically assess the factors affecting profitability of LSP. Identify, value of delivery speed in the customer promise and critically explain and recommend appropriate actions across urban density and operating capacity constraints.
<b>Customer Insight</b>	(K12) Determinants of consumer behaviour; ability to influence customer choice	Does not meet pass criteria.	Can explain the determinants of consumer behaviour, detail delivery speed in the context of competitive pressure from other LSPs. Detail delivery speed and the choice of windows of delivery time within operating capacity. Detail the customer choice of different delivery speed to different types of goods.	Can critically explain consumer behaviour influence on goods below and above fifty pounds of value, critically interpret and recommend determinants of consumer behaviour in delivery time requests for the different values of goods above and below fifty pounds.
	(K13) Methods of customer relationship management; techniques for building customer relationships.	Does not meet pass criteria.	Can explain the methods of customer relationship management and techniques for building customer relationships. Detail the methods of a delivery speed customer promise and value match to type of service by timescale.	Can create and develop customer relationship management and predict potential issues. Can critically explain the methods of customer relationship management and techniques for building customer relationships. Identify brand match between the LSP and the consumer and critically explain and recommend appropriate final mile service variations that best match.



	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(K14) Methods of communication; face to face, sharing information about service performance, impact of social media on customer communications.	Does not meet pass criteria.	Can explain the methods of communication used in customer relationships and the nature of live reporting delivery data. Detail communication used in customer relationships and illustrate with relevant applied examples of apps and driver delivery arrival time systems.	Can identify and critically explain the methods of communication for used in customer relationships. Can identify social media opportunities and interpret data in final mile booking. Critically explore and recommend appropriate wins in delivery reliability success against time windows of delivery advice to consumers.
<b>Leadership and Management of People</b>	(K15) Employment Law as it applies in the sector.	Does not meet pass criteria.	Can explain Employment Law as it applies in the sector. Detail flexibility of working and shift related nature of LSPs. Detail mixed employment platforms including PAYE, worker, self-employed, lifestyle and franchise in the express sector.	Can explain employment law history in express sector and give examples of changes in employment practice in response to those changes.
	(K16) Theories and principles relating to; management of conflict in the workplace, disciplinary procedures and processes, management and development of people, training, coaching and mentoring.	Does not meet pass criteria.	Can explain the theories and principles relating to human resource management. Detail management and reporting structure for LSPs in context of sortation hubs, road fleet networks and management. Detail the pathways and staircase of career in express logistics. Detail the existing qualifications, express trailblazers, health and safety qualifications, compliance qualifications, safeguarding and protect qualifications. Detail the nature of delivery of such qualifications across the LSP structure.	Identify a disciplinary procedure, critically explain and recommend appropriate actions for dealing with delivery performance in time pressured challenges between sortation and road network operatives in context of discipline, management and training.
<b>Business Innovation</b>	(K17) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.	Does not meet pass criteria.	Can explain the theories and principles of business transformation, innovation and continuous improvement principles. Detail history of change in service from multi day to same day, further bandwidth of weekend delivery and evolution of the express sector.	Use the theory of business transformation to critically discuss the principle of delivery and network bandwidth and recommend appropriate actions to achieve customer delivery promise for time and speed.
<b>Financial</b>	(K18) The business models for express delivery services; employed, self- employed and mixed fleet couriers, types of contract and payment processes used by companies.	Does not meet pass criteria.	Can explain the employment business models for LSPs. Detail the employment streams of PAYE, Worker status, Self-employment and lifestyle workers relating to driver fleets. Detail mix of layering of such models in LSP driver fleets and the impact of holiday, sick pay and entitlements of different models.	Identify the employment status streams in the business model in relation to productivity and reliability of express delivery. Critically explain lifestyle courier flexibility fit in employment law for the LSP.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>SKILLS</b> (S 'Show it')	<b>Assessment of the apprentice's ability to;</b>			
<b>Business Processes</b>	(S1) Evaluate business strategies and operational plans for express delivery; applying business management theory.	Does not meet pass criteria.	Can demonstrate how to develop and implement business strategies and operational plans for LSPs. Detail the pathway of the transaction between consumer and retailer in choice of the LSP. Identify impact of operating capacity and urban density impact on business plan for LSPs.	Demonstrate the business strategy to analyse and recommend customer promise of delivery speed targets where the consumer has not chosen the LSP in the client chain.
	(S2) Apply key performance indicators to the management of express delivery operations.	Does not meet pass criteria.	Can demonstrate how to develop and implement key performance indicators. Identify impact of and show relevant examples of delivery reliability and delivery speed, detail how to develop and apply key performance indicators in the LSP.	Demonstrate key performance indicators and how they would apply this skill to the customer promise for final mile delivery times.
	(S3) Interpret data to manage volume flows through the delivery/collection process.	Does not meet pass criteria.	Can demonstrate how to interpret data to manage volume flows through delivery/collection process for both road and sortation streams with relevant examples that operating capacity delivery flow remains within delivery bandwidth on the LSP network.	Demonstrate, analyse and recommend how to interpret data showing failure point of bandwidth when operating capacity is reached.
	(S4) Apply company policies, articulate and justify instructions related to collections, deliveries, failed deliveries and returns.	Does not meet pass criteria.	Can demonstrate how to develop and implement company policies and instructions. Identify impact of age restricted goods such as alcohol or over eighteen items. How to create and manage the implementation of company policies and instructions for failed deliveries and returned items, either unwanted, wrong or damaged.	Demonstrate how to create and manage the implementation of company policy in other contexts such as drop box or leave without signature locations.
	(S5) Identify and implement correct labelling and packaging of goods.	Does not meet pass criteria.	Can demonstrate correct labelling and packaging of goods across depot codes and route networks including multi-labelling and failed or damaged labelling. Identify impact when re-labelling takes place in the context of depot and route or package volume to service provision.	Demonstrate labelling to manage operations for operational constraints on different goods from hanging clothes to chilled food, packets and parcels.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Compliance</b>	(S6) Apply commercial and employment legislation in the workplace; comply with legal and regulatory requirements relating to express delivery services, deal with security breaches, and ensure compliance with Data protection legislation.	Does not meet pass criteria.	Can demonstrate how to apply commercial and employment legislation in the workplace; comply with legal and regulatory requirements relating to express delivery services including mail licensing. Identify impact and show how to deal with security breaches, and ensure compliance with Data protection legislation for LSPs and development in GDPR.	Demonstrate the application and review of commercial and employment law in the workplace with analysis of a recent historic law outcome in the express sector.
	(S8) Implement processes for audits in relation to quality standards.	Does not meet pass criteria.	Can demonstrate audits for a variety of quality standards for both business, road and sortation standards. Identify impact of such standards such as fuel efficiency or road safety wins. Demonstrate process for audits of such quality standards.	Demonstrate an appropriate timescale for such audit and its best time fit to the cycle of the express year.
<b>Customer Insight</b>	(S13) Interpret customer's needs and identify ways to improve customer service.	Does not meet pass criteria.	Can demonstrate client chain in express delivery and show how to develop and implement customer expectations. Identify impact of the client promise, typically for delivery speed, respond to competitive pressure from other LSPs and customer's needs and identify ways to improve customer service. Identify ways to improve customer service such as returns operations, particularly in brand presentation at final mile drop.	Demonstrate customer expectations and show how to understand and consistently achieve customer retention in delivering service to the customer promise.
	(S14) Apply theories of consumer behaviour to customer relationships, apply customer relationship management (CRM) techniques to communications with clients. Interpret and share information about delivery performance with customers.	Does not meet pass criteria.	Can demonstrate how to develop and implement customer relationships, identify impact of communication with clients, share information about existing delivery performance such as delivery drop proof and time window delivery for consumers, communicating performance across the client chain.	Demonstrate, analyse and recommend customer relationship enhancement with context of LSP hub to client, late cut off to network for best customer relationship wins such as order before midnight for next day delivery performance.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(S15) Apply knowledge to the writing and presentation of bids to customers for new work.	Does not meet pass criteria.	Can demonstrate how to write and present bids to customers for express delivery showing impact of such bids to customers for new work with examples of quality practice and compliance match. Impact of clean air zones, congestion charge areas for geography of that client for the bid and match between operating capacity and customer promise.	Demonstrate in a bid format, parking and loading restrictions for road side delivery to customer's clients. Analyse and recommend delivery time impact of such restrictions in their effect on the customer promise for reliability of achieving timed deliver success.
<b>Leadership and Management of People</b>	(S16) Apply management theory to the management of people.	Does not meet pass criteria.	Demonstrate line management of people in LSPs, national, regional, to local depot, show how to develop and implement people across multiple hubs and regions.	Analyse and recommend communications for line management of people across wide geographic areas and route networks across multiple regions.
	(S17) Apply performance management techniques based on data, drive the achievement of standards and targets in the operation.	Does not meet pass criteria.	Demonstrate with performance management, customer promise, operating capacity and urban density performance and match to targets of achievement. Identify impact of management and show data that drives the achievement of standards and targets in the operation such as delivery reliability and success match to the customer promise of delivery speed.	Demonstrate with the consistent achievement of standards for service performance, management across same day, next day, and multi day services.
	(S18) Build, lead, motivate and influence teams, demonstrate empowerment of people.	Does not meet pass criteria.	Can demonstrate structure of teams in LSPs and show how to manage teams and build them. Identify impact of empowerment of people in the teams impacting on autonomy and self determination to represent the interest of the LSP.	Demonstrate impact of empowerment of teams on the reliability success of delivery when acting on their own authority to make delivery decisions.
	(S19) Apply continuous improvement techniques to sortation operations, develop innovative service propositions, and apply technology to sortation activities.	Does not meet pass criteria.	Can demonstrate how to implement technology with impact of continuous improvement techniques that detail innovative service propositions. Show geography match of sortation hub to customer, show sortation improvement and increases in sortation machine speed to match operating capacity achieving the customer promise.	Demonstrate LSP sortation operating capacity in peak periods. Recommend innovative service match to delivery network bandwidth for achieving innovative solutions to the customer during peak period.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(S20) Demonstrate confident presentation skills. Present complex data and information in a business format, show how reading and learning influence own performance	Does not meet pass criteria.	Can demonstrate presentation skills and show how to develop and implement and present complex data and information that shows impact of confidence to the presentation. Show how reading and learning of literature in express sector provide impact on own performance. Demonstrate presentation skills including multimedia and video that impact confidence on presentations.	Analyse and utilise presentation skills for delivery to a wide variety of audiences such as a trade show to show the LSPs innovation.
<b>Financial</b>	(S21) Interpret data gathered from the monitoring of express delivery operations and evaluate costs.	Does not meet pass criteria.	Can demonstrate how to find data streams in the business. Identify data that can track costs in the business. Show impact of costs for data gathered from operation monitoring of road or sortation hub systems to track costs in the business, both time, vehicle, fuel and package numbers and volumes.	Demonstrate how to analyse data gathered across volume, weight and size of package to monitor and track costs in the business. Provide recommendations to create cost efficiencies.
<b>BEHAVIOURS</b> (B Live it)	<b>Assessment of the apprentices' behaviours in:</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(B1) Acts as a company ambassador, shares business core values.	Does not meet pass criteria.	Can demonstrate how they have acted as a company ambassador and acted on the core values of the business talking about the LSP in a positive way. Demonstrate living in the LSP brand and endorsing the express message of success for the brand.	As an ambassador demonstrate a relevant example of the core value of the LSP brand and can critically discuss the benefits of that core value.
	(B2) Customer focussed, strives to improve service quality.	Does not meet pass criteria.	Can demonstrate service quality as a differentiating factor between LSPs. Show how they are customer focussed and strive to improve service quality building loyalty with achievement of the customer promise against competitive pressure of other LSPs.	Can demonstrate customer focus with a relevant example of customer retention such as a nomination for that customer to an award for best practice.
	(B3) Authoritative, Confident, Positive.	Does not meet pass criteria.	Can demonstrate authoritative, confident and positive behaviour in the express sector. Living in a trusted, accurate and verifiable manner within the LSP structure.	Can demonstrate authoritative, confident and positive behaviour beyond the express sector.
	(B4) Engages positively with colleagues and clients, is creative and innovative.	Does not meet pass criteria.	Can demonstrate positive engagement with colleagues and clients. Show examples of living in the express ethos of the delivery of goods, absorbed and immersed in express delivery.	Demonstrates positive engagement with colleagues and clients and describes the business benefits of positive engagement behaviour to the business.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(B5) Takes personal responsibility for the environmental impacts of express delivery, postal and courier services and strives to reduce those impacts.	Does not meet pass criteria.	Can demonstrate how they have taken personal responsibility for environmental impacts. Can show how the LSP lives in a green and efficient manner from alternative fuel use to advice of packaging of goods. Green use of power for lighting and heating in the LSP.	Can demonstrate how they have taken personal responsibility for environmental impacts and can describe the benefits of this behaviour.
	(B6) All-rounder, Pro-active, Willing to challenge.	Does not meet pass criteria.	Can demonstrate how they have taken action and been proactive and how they provided positive challenge for business benefit. Demonstrate value of team as an all-rounder.	Can demonstrate taking pro-active action by causing change and not only reacting to change when it happens.
	(B7) People person, Empathy, Recognises good and bad behaviours.	Does not meet pass criteria.	Can demonstrate empathy as a capacity to understand others, show the lens of another view on a delivery. Show how they have shown empathy and how they recognise good and bad behaviours in others such as the context of goods lost or missing in the express client chain.	Can demonstrate how they have shown empathy in the issues of a failed delivery scenario.
	(B8) Reliable, Accurate, Process driven.	Does not meet pass criteria.	Can demonstrate how they are reliable, accurate and process driven. Living in a problem, can do express delivery environment with the use of formal process in the LSP team that can then be up-scaled.	Can demonstrate process driven, problem solving that can be up-scaled in the client chain with an LSP team.
	(B9) Is calm under pressure and focused on solutions not problems	Does not meet pass criteria.	Can demonstrate how they are calm under pressure and focused on solutions in a 'can-do' environment of urgent express delivery where solutions must be found.	Can describe the benefits of being calm under pressure in a 'can-do' express delivery environment focusing on solutions not problems.

## 2. GRADE DESCRIPTORS FOR WORK-BASED PROJECT

### Method Two – Work-based Project (based on portfolio) grade descriptors

- All pass criteria must be achieved to obtain a pass.
- All Distinction criteria must be achieved to obtain a distinction

	Element of Standard	Fail	Pass	Distinction
<b>KNOWLEDGE</b> (K - Know it)	<b>Understanding assessed:</b>			
<b>Compliance</b>	(K6) Principles of commercial, common contract law and insurances as applied to express delivery operations.	Does not meet pass criteria.	Project applies theories and techniques for the principles of commercial, common contract law and insurances. Details the principles of commercial, common contract law with relevant applied examples of parcel value for loss, damage or theft. Details conditions of carriage contracts for the LSP.	Project applies a fully integrated example of insured value for intrinsic value of contents of packet or parcel and analysis of value for the LSP
	(K7) Customs regulations applied to international movement of goods; customs bonded storage.	Does not meet pass criteria.	Project applies theories and techniques for customs regulations applied to international movement of goods. Detail the customs regulations applied to international movement of goods and illustrate with relevant applied examples, particularly air.	Project applies a fully integrated international movement of goods example of a customer regulation contract for the movement of goods by another provider such as an air company.
	(K8) Laws and Regulations applying to transport operations; Operator Licencing, Transport Manager Certificate of Professional Competence, Fleet Operator Recognition Scheme	Does not meet pass criteria.	Project applies theories and techniques for the Laws and Regulations applying to transport operations. Project details Operator Licencing, Transport Manager Certificate of Professional Competence, Fleet Operator Recognition Scheme and various grades of that scheme from bronze to gold. Details variation between compliance regulations and those of contract inside the LSP.	Project identifies transport laws and regulations in transport fleets across different vehicle weights where alternative fuel creates different compliance weights for the driver licence category.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(K9) Laws and Regulations applying to specific goods; Postal Common Operators Procedures Code, Mail Integrity Code of Practice, controls relating to dangerous or hazardous goods, foodstuffs. Data protection legislation.	Does not meet pass criteria.	Project applies theories and Laws and Regulations applying to specific goods and illustrate with applied techniques of Postal Common Operators Procedures Code, Mail Integrity Code of Practice. Detailing the case of universal service providers and a regulated postal operator acting in the capacity of an Access Party under OFCOM. Detail controls relating to dangerous or hazardous goods, foodstuffs. Data protection legislation.	Project applies a fully integrated example of a universal service provision audited by OFCOM for postal common-operators procedures code.
	(K10) The relevance and impact on business operations of legislation for safeguarding young people and vulnerable adults	Does not meet pass criteria.	Project applies theories for the relevance and impact of legislation for safeguarding young people and vulnerable adults. Detail techniques to deal with both the work place and the delivery point issues, challenge and report.	Project applies and critically examines the impact of legislation for safeguarding young people and vulnerable adults with fully integrated example of actions to challenge age at the final mile delivery point.
	(K11) Range of Quality Standards used in the sector, the factors that determine which quality standards are used and their impact on business processes	Does not meet pass criteria.	Project explains quality in express service, no errors, high productivity and delivery success aligned to customer promise for delivery. The range of Quality Standards used in the sector and the theories that determine their use and their impact on the business process detailing examples of match to speed of delivery and the customer promise.	Project shows fully integrated examples and analysis of a quality standard and its impact on the customer promise.
<b>Business Innovation</b>	(K17) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.	Does not meet pass criteria.	Project applies theories for business transformation in express sector, innovation and continuous improvement techniques to support the operating capacity of LSPs. Project briefly details history of change in service from multi day to same day and shifting bandwidth to include weekend delivery.	Project has a fully integrated business transformation example of increasing the delivery network bandwidth as consumer choice in delivery targets evolves in the client chain.
<b>Financial</b>	K19) Financial implications of different business models, PAYE employment, self-employment, mixed vehicle fleets, corporate structures	Does not meet pass criteria	Can explain layers of LSP employment structures such as franchise models. Details operating capacity challenge match between set pay platforms and commission related delivery pay streams. Detail similar platforms related to vehicle size and volume match to operating capacity.	Project provides fully integrated examples and analysis and identifies implication of urban density on models and critically explains and recommends best model match to a geographic.



	Element of Standard	Fail	Pass	Distinction
	(K20) Methods used to analyse where costs occur in the business process	Does not meet pass criteria	Project applies theories to analyse where costs occur in the LSP business process. Detail package numbers in and entering the network. Tracking of packages and techniques for both employment and vehicle fleet size match to that tracking data and how costs then occur for those packages in the network operating capacity.	Project applies a fully integrated example of methods used in peak periods of delivery such as Black Friday and Cyber Monday with an analysis of cost in the business when package numbers grow.
Safety	(K21) Health, safety and security regulations related to goods carried and how these impact on business operations.	Does not meet pass criteria.	Project applies theories and techniques in health, safety and security regulations related to goods carried. Project details health & safety regulations to the conditions of carriage contract and how these impact on LSP business operations. Project details security in both the delivery network and at signature for goods.	Project includes a health and safety example of collection or delivery point dangers with analysis of health and safety recommendations appropriate for incidents such as animal attacks to delivery operatives.
	(K22) The potential environmental and air pollution hazards associated with express delivery, postal and courier services in urban and rural environments.	Does not meet pass criteria.	Project details environmental and air pollution hazards associated with express delivery. Working in zones of poor air quality. Project applies theories and details for clean air zones and impact of air on the delivery teams. Details low, ultra-low and zero emission zones and variations between rural density geography.	Project demonstrates examples of environmental and air pollution for air quality variation between ultra-low emission vehicle zones (ULEZ) and zero emission zones in high urban density express delivery areas.
Contingencies	(K23) Range of potential economic contingencies and their impact on business operations.	Does not meet pass criteria.	Project applies theories and techniques to deal with a range of potential economic contingencies such as fraud or terrorist attack and detail their impact on LSP business operations.	Project details a fully integrated contingency example of fraud or IT failure in the express sector.
	(K24) Principles of business continuity.	Does not meet pass criteria.	Project applies theories for business continuity and techniques to deal with planning and creating systems of prevention and recovery to deal with threats to the LSP.	Project provides an example for business continuity for an LSP contingency plan, analysis, solution design and implementation for that plan.
	(K25) Theories of risk management, the range of tools used to manage and mitigate business risk	Does not meet pass criteria.	Project applies theories of risk management, detailing the range of tools used to manage and mitigate business risk (ISO31000) and techniques for prioritisation of risk mitigating probability of unfortunate events such as weather impact on road networks.	Project applies theory of risk with a fully integrated examples and analysis of risk when a central sortation hub fails for an unfortunate event such as fire or road access closure.
	(K26) Techniques of dynamic risk assessment.	Does not meet pass criteria.	Project applies theories and techniques of dynamic risk assessment. Project details techniques for continuous process of identifying hazards in rapid changing circumstances of an LSP operational incident.	Project applies a fully integrated dynamic risk example reviewing an operational incident in an LSP such as a sortation machine failure or collapse.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(K27) The cyclical and seasonal nature of express delivery demand and strategies for adapting to demand peaks and troughs.	Does not meet pass criteria.	Project details the cyclical and seasonal nature of express delivery demand. Project details such peaks for Black Friday, Valentines/ Mother's Day and Cyber Monday. Project details strategies for adapting to such demand variation before and after a peak and planning for future peaks	Project applies a fully integrated cyclic example of a peak with analysis of strategy for workforce team and vehicle allocation.
<b>SKILLS</b> (S 'Show it')	<b>Assessment of the apprentice's ability to;</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Compliance</b>	(S7) Apply commercial acumen to contracts for sortation and delivery services	Does not meet pass criteria.	Project demonstrates the use of commercial acumen, shows business understanding, details management of contracts and shows impact on sortation and delivery services.	Project demonstrates commercial acumen best practice in contracts for delivery of goods detailing speed and understanding to manage contracts in express.
	(S9) Ensure compliance with customs regulations related to bonded goods.	Does not meet pass criteria.	Project demonstrates compliance with customs regulations, shows application of regulations for bonded goods in a customs-shed to store goods with duty or import VAT.	Project demonstrates an example of more than one type of bonded goods and can show collection of duty examples at express delivery point.
	(S10) Interpret and apply organisation's policies relating to safeguarding of young people and vulnerable adults.	Does not meet pass criteria.	Project demonstrates safeguarding policy. Project shows application of safeguarding policy in LSP and identifies impact of young people and vulnerable adults in both the LSP and the express client chain.	Project demonstrates an example of protect policy and the groups which this impacts in and outside the LSP for the organisations policies.
	(S11) Align vehicle fleet management processes with legislative and regulatory requirements.	Does not meet pass criteria.	Project demonstrates vehicle fleet legislation and shows how to develop and implement such legislation as O license for vehicle fleets. Can show impact of legislation on vehicle fleet, show impact on various size of vehicles in fleet, in various geographic splits in the LSP network.	Project demonstrates the legislation for smoke free (premises and enforcement) regulations 2006 with fully integrated examples and analysis of impact of this in the driver workspace of the vehicle.
	(S12) Implement quality standards in business operations and ensure that business processes comply with quality standards	Does not meet pass criteria.	Project demonstrates a variety of quality standards for the business process and how to develop and implement these quality standards in business operations and ensure that business processes comply with quality standards.	Project shows and demonstrates the impact of that quality standard on the future of the LSP business process.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Financial</b>	(S21) Interpret data gathered from the monitoring of express delivery operations and evaluate costs.	Does not meet pass criteria.	Project demonstrates how to find data streams in the business. Can use data that can track costs in the business and the impact of costs for data gathered from operation monitoring of road or hub systems to track costs in the business, both time, vehicle, fuel and impact on the operating capacity of the LSP.	Project utilises data for operational monitoring applied across volume, weight and size of package in an example to determine average parcel cost in the LSP.
	(S22) Apply activity-based costing techniques.	Does not meet pass criteria.	Project demonstrates activity based costing (ABC) and shows application across different products of time value in the customer promise from multi day to same day. Can show ABC for both short and long delivery in the network of the LSP. Can show urban density effect on the ABC against concentration of delivery network bandwidth.	Project utilises ABC and demonstrates the application of cost across the LSP from management to sortation and driver workforce.
	(S23) Evaluate ways to minimise business costs while meeting customer requirements.	Does not meet pass criteria.	Project demonstrates meeting customer promise while minimising business costs. Can show a variety of costs in the client chain. Single and multiple delivery to same location, consolidation. Costs of delivery failure or delivery package damage and return logistics. Can show the impact of match between cost and promise on the LSP sustainability in a variety of urban density.	Project shows ways to minimise business cost, demonstrates cost of delivery failure impact on the LSP showing examples to minimise delivery failure and improve reliability of delivery success to the consumer impact meeting customer requirements.
	(S24) Apply financial analysis, data analysis and data management techniques.	Does not meet pass criteria.	Project demonstrates financial analysis, data analysis and shows application of data management across the LSP.	Project shows and demonstrates data analysis of the evolving numbers of express delivery in retail shift from bricks and mortar to e-retail delivery.
	(S25) Define, articulate and justify an express delivery business case.	Does not meet pass criteria.	Project demonstrates business forecasting and modelling in express delivery development, showing match between both road and sortation streams. Geographic match to express delivery in the network and geographic hot spots for express delivery such as Heathrow, London and the East Midlands Golden Triangle. Shows application of a financial plan for the LSP for future growth in express delivery.	Project shows forecasting modelling favourable hub locations to achieve growth in operational capacity in the existing LSP delivery network.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Safety</b>	(S26) Interpret and apply regulations relating to the movement and handling of items to ensure that goods are handled correctly using lifting and other equipment where appropriate.	Does not meet pass criteria.	Project demonstrates goods that pose a risk to health and safety. Project shows application of regulations relating to the movement and handling of items and goods from hazardous to perishable. Project shows impact relating to the movement and handling of those goods using lifting and other equipment in context of the speed of movement and the potential damage to such goods.	Project provides a fully integrated example of movement and handling of goods that are fragile goods and an analysis of handling those goods to meet time slot allocation in express delivery timescales.
	(S27) Interpret requirements for equipment and vehicle checks and implement daily checks and fault reporting procedures. Implement procedures and processes which ensure that reported faults are rectified.	Does not meet pass criteria.	Project demonstrates sortation equipment and vehicle checks in the LSP operation. Project shows application of appropriate daily equipment or vehicle checks. Shows how to implement and carry out such checks both general equipment, sortation equipment and road vehicles. Show application of such checks, their reporting and further rectification.	Project details vehicle checks and demonstrates variations between regulatory compliance checks and general checks in the LSP policy.
<b>Contingencies</b>	(S28) Apply dynamic risk assessment principles to express delivery services.	Does not meet pass criteria.	Project demonstrates dynamic risk to express sortation. Project shows application of dynamic risk to identify and show gain, loss or breakeven. Show how to develop and implement. Identify impact of bandwidth in the delivery network from the dynamic risk impact of customer change where delivery has shifted to multiple days of week and late evening of final mile delivery service from conventional nine to five.	Project demonstrates dynamic risk for Sunday delivery impact in the Express client chain. Analyse and recommend gain, loss or breakeven in bandwidth of the delivery network for Sunday delivery.
	(S29) Apply methods to ensure business continuity; create a business continuity plan.	Does not meet pass criteria.	Project demonstrates business continuity and shows how to develop and implement a business continuity plan that reduces risk and ensures the infrastructure of the LSP to supporting express operating capacity in the client chain.	Project utilises retailer action to achieve business continuity using multiple LSPs to reduce risk during periods such as peak.
	(S30) Align business processes with both short term and long term changes in the external business environment.	Does not meet pass criteria.	Project demonstrates short term change in the express environment such as peak periods of Black Friday, Cyber Monday and shows long term change in the evolving shift of express numbers from bricks and mortar to e-retail. Project shows application of those changes to the operating capacity of the LSP delivery network bandwidth.	Project demonstrates examples and analysis of different business process for peaks for different goods. Project shows not all peaks are cross sector with examples of Valentines, Mother's Day, Black-Friday, and Cyber-Monday.