

This revised version of the occupational standard and end-point assessment plan has been agreed and is available for information. It will be approved for delivery and replace the current version for new starts from from 2nd August 2021. It will have a funding band of £7K.

Large Goods Vehicle(LGV) Driver C+E

Reference Number: ST0257

Occupation summary

This occupation is found in:

National and international transport and logistic organisation's in a very wide range of sectors. Employers range from large organisation's with their own in-house operations through to specialist contractors through to small businesses.

The broad purpose of the occupation is to drive large goods vehicles, which are vehicles with a Gross Combined Weight of over 7500kg and include Articulated and Draw Bar vehicles, in a safe and fuelefficient manner, ensuring that the right products are delivered at the right time, location, condition and temperature (if required), with the correct documentation and within the shortest lead times. LGV drivers deliver to a range of settings, such as warehouses, shops and private homes. Their customer base ranges from large global organisation's to sole traders, private customers and the military. They may work within one or more sub sectors, including shipping, removals, import/export, freight, hazardous goods, and food. They may be required to work shifts, unsociable hours and will usually work alone.

In their daily work, an employee in this occupation interacts with a wide range of people and customers including transport planners, transport managers, freight loaders, yard marshals, goods in personnel, other drivers and end users. LGV drivers strive to meet expectations by providing a quality service that encourages repeat business and customer satisfaction, showing drive and energy even when challenges arise. Individuals in this role are highly competent in using industry-recognised systems (such as systems for reporting defects) and associated services e.g. customer specifics on packaging or labelling, and are able to work under pressure to tight deadlines.

An employee in this occupation will be responsible for maintaining the integrity of the load and vehicle by applying correct procedures for load restraint, performance and conduct on the road, fuel efficient driving, vehicle defect checks, complying with all traffic legislation, working time and high way code rules whilst delivering first class customer service at all times.

1

The Driver Certificate of Professional Competence (Driver CPC) is a legal requirement for those driving LGV's professionally. The LGV driver will receive the Driver CPC card as a part of their (C+E) license acquisition, the driver must complete 35 hours of periodic training every five years in order to maintain the ability to drive LGV's professionally.

Typical job titles

Typical job titles include .

LGV Driver, Driver, HGV Driver, Lorry Driver and Artic Driver.

Entry requirements

A valid UK driving license (Cat B car license or C1) is required to commence the apprenticeship and apprentices must attain the age of 18 (or the age of 17 if serving in the Armed Forces) on commencing, or soon after commencing, this apprenticeship in order to apply for their provisional Cat C license. In order to obtain a provisional license the apprentice must pass a mandatory medical examination.

In summary

- 1. Must be minimum age 18 (17 if in armed services)
- 2. Must hold Cat B or C1 license
- 3.Must pass mandatory medical
- 4. Must obtain provisional license during the apprenticeship
- 5. All of the above must be in place before license acquisition (Cat C, C+E)

As a part of the apprenticeship the Apprentice will obtain their Category C +E license, having first gained their Category C license.

Occupation duties

KSBs
K1 K2 K3 K7 K14 K15
S1 S2 S4 S6 S10 S13
B1 B2 B4
K5 K6 K7 K10 K14 K15 K16
S1 S2 S3 S4 S5 S6 S7 S8 S9 S11 S12 S13
B1 B6 B7
K1 K2 K4 K8 K9 K10 K14 K16
S3 S4 S9 S10 S11 S12 S13 S14 S15
B1 B2 B3 B4 B5 B6 B7
K2 K3 K4 K5 K6 K7 K8 K9 K10 K14
S4 S5 S6 S7 S8 S9 S10 S11 S12

ST0257/AP03

	B1 B2 B3 B4 B5 B6 B7
Duty 5 supervise the loading of the vehicle so that products are safely loaded and secured to minimise chances of damage.	K2 K4 K11
J. J	S3 S4 S5 S6 S11 S13
	B2 B3 B4 B6 B8
Duty 6 check the vehicle is roadworthy taking care to prevent damage to the vehicle or trailer, maintain the cleanliness of the driving cab (internally	K3 K4
and externally) and the load area to ensure no cross contamination of goods.	S3 S5 S6 S7 S11 S13
	B4 B5
Duty 7 comply with fuel directives to ensure that fuel efficiency is paramount in the delivery of goods.	K1 K5 K7 K10 K12
	S1 S2 S4 S8 S13
	B3
Duty 8 report any accidents as soon as possible and in compliance with all legal requirements and the company's accident reporting procedure.	K11 K12 K15 K17
	S4 S10 S13
	B1 B2 B6
Duty 9 perform daily vehicle checks to ensure that the vehicle is safe to use and complete the daily defect report whilst being aware of the vehicle	K2 K3 K4 K5 K15 K17
inspection rota for servicing and MOT	S4 S5 S6 S10 S11 S13
	B1 B2 B6 B8
Duty 10 attend essential continuation training in order to carry out the driver role, awareness of new methods and changes in legislation.	K7 K11 K14 K15 K17
	S4 S9 S10 S13
	B2 B3 B4 B7
Duty 11 to provide support in the yard performing other driver related roles when not driving for example: loading vehicles, checking vehicles, deep	K2 K3 K4 K6 K16
cleaning vehicles, cleaning the yard and general maintenance of the yard.	S2 S3 S5 S6 S9 S11 S15
	B2 B3 B4 B6
Duty 12 attend workshop in order to understand the importance of wellbeing, self care and mental health awareness.	K7 K13
	S11 S13 S15
	B1 B2
Duty 13 safeguard the vehicle and self when not driving.	K3 K4
	S3 S7 S17
	B2 B8

Practical Assessment

Professional discussion

KSBs

Knowledge

K1: The mechanisms of safe, controlled and fuel-efficient driving techniques relating to driving the Large Goods Vehicle (LGV), considering fuel costs and other possible efficiencies, implications of differing vehicle configurations and associated safety issues, including matching the appropriate trailer to the tractor unit

K2: Safe use of equipment and machinery e.g. manual handling equipment, vehicle and delivery systems, including where to find relevant instructions or guidance

K3: Vehicle preparation including safe coupling and uncoupling of trailers, vehicle safety checks/inspections, defect reporting, safety requirements, loading, securing and unloading processes, axle combinations

K4: How to protect the vehicle and associated loads, including management of unlawful access to vehicle and loads

K5: Planning and preparing processes (e.g. weather or traffic changes, planning fastest/most efficient route) including vehicle selection and contingency planning when circumstances change

K6: All role-related technology and systems including tachographs, adaptive braking, hand-held scanners, on board telematics

K7: Relevant regulation and legislation relating to the role of a professional LGV driver governing the Transport and Warehousing industry and in specific relation to the role, including the working time directive and medical and license requirements

K8: How to communicate effectively and appropriately with customers and colleagues

K9: Structure of the industry; the modes of transport and how these affect transport operations such as loading and unloading; issues facing the sector; the roles available within the sector in general and in relation to their own career aspirations

K10: Importance of delivering excellent customer service to customers and colleagues, for example identifying customer/colleague needs and responding appropriately in line with situation and organisational style/culture; importance of organisation reputation and how their own performance can contribute to organisational success

K11: Different types of cargo and their carriage requirements.

K12: Environmental impact of the industry, sector and role and how this can be minimised, including their own responsibilities to use safe and fuel-efficient driving techniques including selecting the correct trailer design to reduce wind resistance.

K13: How their role can affect their health; the need to maintain a level of fitness appropriate to their role, awareness of the benefits of a healthy diet, the impact of shift working etc

K14: The implications of city restrictions, such as congestion charging, Low Emission Zones (LEZs), night restrictions for goods vehicles, route restrictions for goods vehicles and vehicle equipment requirements

K15: How to drive alongside vulnerable road users, such as cyclists, pedestrians, motor cyclists, taking into account the physical difference of larger articulated vehicles and the space required to safely manoeuvre

K16: Holistic view of the logistics industry and the role of the LGV driver within that, for example multimodal transport procedures or reverse logistics

K17: The role of the Driver and Vehicle Standards Agency (DVSA) and the Traffic Commissioners in compliance, fair competition and safety.

K18: How to accommodate different traffic situations and weather conditions.

Skills

S1 Drive safely and efficiently on public and private roads, and manoeuvre the vehicle in restricted spaces; safely use and position vehicle fitted equipment (eg mobile cranes)

S2 Proficiently control the vehicle taking into account the size and type of vehicle and trailer

S3 Use relevant equipment and machinery safely and efficiently to ensure the safe handling of customer goods, safely open and restrain trailer and vehicle body doors.

S4 Carry out delivery and other relevant activities in a safe and efficient manner complying with relevant systems and processes, following instructions and organisational policy

S5 Prepare the vehicle and the load for deliveries, including safely using and positioning vehicle fitted equipment; carry out vehicle safety checks and deal with or report any defects or maintenance issues to the appropriate person; complete daily walk round check sheets

S6 Ensure the vehicle is correctly loaded and is safely secured to minimize chances of damage or load shifting

S7 Ensure techniques are used to protect the vehicle and load from theft and damage.

S8 Effectively plan the most economical route to be used, minimising waste and loss; plan, prioritise and adapt accordingly when situations arise out of the normal routine

S9 Use relevant IT systems appropriately and in line with organisational requirements.

S10 Fully comply with appropriate legislation and regulation within the transport industry

S11 Work safely adhering to the health, safety guidelines e.g. manual handling

S12 Use Appropriate methods to communicate effectively with customers and colleagues in line with organisational standards

S13 Work independently using own initiative.

S14 Work closely with suppliers and customers to ensure any problems, damages or anomalies are corrected.

S15 Work as part of a team, showing an ability to work under pressure and to agreed deadlines.

S16 Support colleagues and contribute to achieving objectives or goals.

S17 Use and connect to the correct type of trailer and its operating systems

Behaviour

B1: Demonstrates integrity, credibility, honesty and personal drive, and promotes organisational values and brand

B2: Take responsibility for their own safety and that of others at all times, particularly when driving

B3: Take ownership for their own performance and training committing to self- improvement. Keep up to date with industry developments

B4: Work in a professional manner in relation to timekeeping, personal appearance and dress code.

B5: Interact positively and professionally with customers and wider team. Using their own initiative

B6: Has a flexible approach to their work e.g driving different vehicles, working different shifts or hours.

B7: Competent using information technology.

B8: Takes responsibility for the safety of the vehicle and load through effective vehicle checks.

Qualifications

English and Maths qualifications

Apprentices without level 1 English and maths will need to achieve this level and apprentices without level 2 English and maths will need to take the tests for this level prior to taking the end-point assessment. 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.

Other qualifications

Mandatory qualification 1: Large Goods Vehicle Drivers are legally required to obtain their Category C+E licence during the apprenticeship in order to drive large goods vehicles

Level of qualification: 2

Additional details

Occupational Level: 2 Duration (months): 13

Review

This standard will be reviewed after three years.

Mandatory Qualification full detail

Mandatory qualification 1: Large Goods Vehicle Drivers are legally required to obtain their Category C+E licence during the apprenticeship in order to drive large goods vehicles

Level of qualification: 2

Basis for mandatory qualification: Hard sift

Type of qualification Type 2 off-the-job qualification

Is the qualification Ofqual regulated? No

ST0257/AP03

End-point assessment plan for Large Good Vehicle Driver (LGV) apprenticeship standard

Apprenticeship standard number	Apprenticeship standard level	Integrated end-point assessment
ST0257	2	No

Contents

Introduction and overview	8
EPA summary table	4
Length of end-point assessment period	5
Order of end-point assessment methods	5
EPA gateway	5
End-point assessment methods	7
Reasonable adjustments	19
Overall EPA Grading	19
Re-sits and re-takes	20
Roles and responsibilities	21
Internal Quality Assurance (IQA)	26
Affordability	26
Mapping of knowledge, skills and behaviours (KSBs)	27
Grading descriptors	31

Introduction and overview

This document sets out the requirements for end-point assessment (EPA) for the LGV apprenticeship standard. It explains how EPA for this apprenticeship must operate.

This document provides the EPA design requirements for end-point assessment organisations (EPAOs) for this apprenticeship standard. It will also be useful for apprentices undertaking this apprenticeship, their employers and training providers.

EPA must be conducted by an EPAO approved to deliver EPA for this apprenticeship standard. Each employer should select an approved EPAO from the Education & Skills Funding Agency's Register of end-point assessment organisations (RoEPAO).

Full-time apprentices will typically spend 13 months on-programme (before the gateway) working towards this occupational standard. All apprentices must spend a minimum of 12 months on-programme. All apprentices must spend a minimum of 20% of on-programme time undertaking off-the-job training.

Before starting EPA, an apprentice must meet the gateway requirements. For this apprenticeship they are:

- the employer must be content that the apprentice is working at or above the occupational standard
- the apprentice must obtain their Category C+E license
- apprentices must have achieved English and mathematics Level 1 and have taken the assessments for Level 2

The EPAO must confirm that all required gateway evidence has been provided and accepted as meeting the gateway requirements. The EPAO is responsible for confirming gateway eligibility. Once this has been confirmed, the EPA period starts.

This EPA should then be completed within an EPA period lasting typically 3 months.

This EPA consists of 3 discrete assessment methods.

It will be possible to achieve the following grades in each assessment method:

Assessment method 1: Practical Assessment

- fail
- pass
- distinction

¹ For those with an education, health and care plan or a legacy statement, the apprenticeship's English and mathematics minimum requirement is Entry Level 3. British Sign Language (BSL) qualifications are an alternative to English qualifications for those who have BSL as their primary language.

Assessment method 2: Multiple choice test

- fail
- pass
- distinction

Assessment method 3: Interview

- fail
- pass
- distinction

Performance in these assessment methods will determine the overall apprenticeship standard grade of:

- fail
- pass
- distinction

EPA summary table

On-programme (typically 13 months)	Training to develop the knowledge, skills and behaviours (KSBs) of the occupational standard.
	Training towards English and Mathematics Level 1 and Level 2, if required.
	The employer must be content that the apprentice is working
End-point assessment gateway	at or above the occupational standard.
Jacoba J	Apprentices must have achieved all qualifications mandated in the LGV standard. The qualifications required are:
	Category C+E licence
	 Achieved English and Mathematics at Level 1 and have taken the assessments for Level 2.
End-point assessment	Assessment method 1: Practical assessment
(typically 3 months)	failpass
	distinction
	Assessment method 2: Multiple choice test
	• fail
	 pass distinction
	Assessment method 3: Interview
	• fail
	 pass distinction
	Performance in these assessment methods will determine the overall apprenticeship standard grade of:
	• fail
	 pass distinction

Length of end-point assessment period

The EPA will be completed within an EPA period lasting typically 3 months, starting when the EPAO has confirmed that all Gateway requirements have been met.

The EPA period must last for a minimum of one week.

Order of end-point assessment methods

The assessment methods can be delivered in any order.

Within the practical assessment, the three components must be carried out in the following order.

- 1. Practical vehicle journey plan
- 2. Pre use checks
- 3. Practical driving assessment

As the route needs to be determined before the practical driving assessment can take place and pre daily checks must be carried out before driving to ensure the vehicle is safe to drive.

Gateway

The apprentice should only enter the gateway once the employer is content that the apprentice is working at or above the occupational standard. In making this decision, the employer may take advice from the apprentice's training provider(s), but the decision must ultimately be made solely by the employer.

The EPAO determines when all other gateway requirements have been met, and the EPA period will only commence once the EPAO has confirmed this.

In addition to the employer's confirmation that the apprentice is working at or above the level in the occupational standard, the apprentice must have completed the following gateway requirement prior to beginning EPA:

- Achieved the following qualifications as mandated in the occupational standard: Category C+E licence
- Achieved English and mathematics Level 1 and taken the tests for Level 2. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and Mathematics minimum requirement is Entry Level 3. British Sign Language (BSL) qualifications are an alternative to English qualifications for those who have BSL as their primary language.

For the practical assessment

• No specific requirements

For the multiple choice test

• No specific requirements

For the Interview

• no specific requirements

End-point assessment methods

End-point assessment method 1: Practical assessment

(This assessment method has 3 components.)

Overview

This assessment method has three components. The following activities must be observed during the practical assessment that is a practical assessment without these tasks would seriously hamper the opportunity for the apprentice to demonstrate occupational competence in the KSBs assigned to this assessment method:

- 1. Practical vehicle journey plan with questions
- 2. Pre use checks with questions
- 3. Practical driving assessment with questions

The rationale for this assessment method is:

- this is a practical role, best demonstrated through completing tasks in a real work setting
- practical assessment makes use of employer resources and equipment, which will be familiar to the apprentice and thus allow them to perform at their best
- tasks completed during the practical assessment should contribute to workplace productivity and are valid
- it is a holistic assessment method

The three components must be carried out in the order as set out above, as the route needs to be determined before the practical driving assessment can take place and pre use checks must be carried out before driving to ensure the vehicle is safe to drive.

Apprentices must be observed by an independent assessor completing the practical assessment in which they will demonstrate the KSBs assigned to this assessment method. The independent assessor may conduct and observe only one apprentice at a time during this assessment method.

EPAOs must make scheduling arrangements for the practical assessment with the apprentice's employer.

The activities must be carried out over a total assessment time of 120 mins. Time taken to allow the apprentice to move to different parts of the practical assessment location or for

comfort breaks, does not count towards the assessment duration. Apprentices must be supervised during any breaks in the assessment and must not communicate with anyone else. If unforeseen circumstances occur, the EPAO's exceptional circumstances policy will apply, e.g. traffic congestion or an accident.

The independent assessor has the discretion to increase the time of all components by up to 10% to allow the apprentice to complete an activity.

All components include questioning. The questioning can assess those KSBs that did not naturally occur although these must be kept to a minimum. Follow up questions can be asked for clarification purposes. They may also use questioning to determine competence at distinction level.

Questions and resources development

EPAOs will create and set open questions to assess related underpinning KSBs.

EPAOs must develop 'question banks' of sufficient size to prevent predictability and review them regularly (and at least once a year) to ensure the questions, are fit for purpose. The questions relating to underpinning KSBs must be varied, yet allow assessment of the relevant KSBs. EPAOs must ensure that apprentices have a different set of questions in the case of resits/re-takes.

KSBs observed and answers to questions must be documented by the independent assessor.

All components will be assessed holistically, the independent assessor will make all grading decisions.

Component 1 - Practical vehicle journey plan

Delivery

On the day of the assessment, the EPAO must provide the destination for the practical driving assessment, as this is necessary to produce the practical vehicle journey plan.

The apprentice will be given 10 minutes to plan an approximate 30 minute journey using a route from their start location to the destination they have been allocated.

The Employer will provide access to the resources that the apprentice uses in their daily role, for example map, satellite navigation system, or electronic devices, to allow the apprentice to carry out this task.

In planning the route, the apprentice must take into account:

- 1. Most efficient routes,
- 2. Vehicle selection and contingency planning
- 3. Check for road/vehicle/delivery point restrictions
- 4. Use of navigation equipment
- 5. Welfare issues for live loads

The independent assessor has the discretion to increase the time of the practical assessment by up to 10% to allow the apprentice to complete this component.

The independent assessor will review the route ahead of the practical driving assessment to confirm it is suitable and will then have 5 minutes to ask a minimum of 2 questions about the apprentice's route (i.e) road closures, traffic, and weight of load.

The independent assessor must obtain feedback on the route from the manager at the employer site or alternative venue who can propose a different route only if they are aware of any difficulties with the proposed route e.g. road works or road closures.

The manager at the employer site or alternative venue cannot ask questions or correct any errors. If an alternative route is proposed, the apprentice is advised of the new route.

Venue

The practical vehicle journey plan must be conducted in one of the following locations:

- an employer's premises
- a suitable venue selected by the EPAO, for example, a supplier's facility, training provider's premises or another employer's premises.
- The EPAO is responsible for ensuring that the apprentice is assessed under normal conditions

The EPAO must ensure that the venue has the necessary equipment, tools and controlled conditions to allow practical assessment with questions to take place.

Support material

EPAOs will produce the following material to support this assessment method:

- outline of the assessment method's requirements
- · delivery destinations for the practical assessment
- assessment recording documentation
- guidance for apprentices and employers

Component 2 – Pre use checks

Delivery

The training provider or the employer must ensure that a suitable Cat C & E vehicle is available for the practical driving assessment. The employer determines if the vehicle is sourced by the employer or training provider. Neither the employer or the training provider have any involvement in the development of the end point assessment materials.

If the apprentice fails the pre use checks then they will not be allowed to proceed to the practical driving assessment. This will result in a fail of the entire practical assessment.

Component 2 will consist of pre-journey vehicle checks safety requirements in line with the DVSA guidelines for vehicle roadworthiness, which will take 30 minutes.

The apprentice must walk around the vehicle they will be driving that day for the practical assessment and complete checks in-line with DVSA guidelines.

The following should also be completed:

1. Check paperwork / manifest to ensure that the trailer and load are the correct ones

2. Check the stability of the vehicle and adjust vehicle dimensions – height, length, width, weight.

- 3. Couple up to trailer
- 4. Complete defect documentation as required and report to the appropriate person
- 5. Complete a manual entry on tachograph

The pre-use checks must last for 30 minutes, followed by 10 mins of questioning and as a minimum include:

- Risks to unsafe coupling of trailers and how they are mitigated
- Safety requirements
- Planning and preparation processes

The independent assessor must ask a minimum of 3 questions. Scenario-based questioning should be used to assess potential faults, e.g. faulty seat belt.

Venue

Pre use checks must be conducted in one of the following locations:

- the employer's premises
- a suitable venue selected by the EPAO, for example, a supplier's facility, training provider's premises or another employer's premises. The EPAO is responsible for ensuring that the apprentice is assessed under normal conditions, in a familiar environment, which is representative of normal workplace conditions for this occupation.

• The training provider or Employer must ensure that the venue has the necessary equipment and controlled conditions to allow practical assessment with questions to take place.

Support material

EPAOs will produce the following material to support this component:

- outline of the assessment method's requirements
- guidance for apprentices and employers

Component 3 – Practical driving assessment with questions

Delivery

The Training Provider or the Employer has the responsibility to ensure that a suitable Cat C+E vehicle is provided for the practical assessment. Suitable means roadworthy, taxed, insured and meets the definition of a LGV C+E, either an articulated LGV or a non-articulated LGV towing a trailer larger than 750Kg.

EPAOs must make scheduling arrangements for the practical driving assessment with the apprentice's employer.

Apprentices must be assessed against the KSBs assigned to this assessment method – as shown in mapping of KSBs.

Apprentices must be provided with instructions on the tasks they must complete, including the timescales they are working to. Time for this instruction is exclusive of the assessment time.

The following activities must be observed during the practical driving assessment that is a practical assessment without these tasks would seriously hamper the opportunity for the apprentice to demonstrate occupational competence in the KSBs assigned to this assessment method:

The EPAO must ensure the approved vehicle journey plan includes a range of road types/ conditions, for example:

- entering and maneuvering in confined spaces, e.g. factories, ports, warehouses, or Distribution Centre
- motorway or dual carriageway driving for long haul operations
- town driving

The assessment must be conducted by an independent assessor, who is expected to observe the candidate driving throughout the assessment, as the passenger. The independent assessor must not speak to the apprentice during the practical assessment unless there is a risk to safety. If unsafe practices are observed during the assessment the independent assessor should follow the guidelines issued by the EPAO. The assessor has the authority to end the EPA at any point should the apprentice put either themselves or others at risk.

Before the apprentice can start the practical driving assessment they must demonstrate successful completion of the Pre use checks to assure themselves the vehicle is roadworthy.

The practical driving assessment must last for 45 minutes to accommodate the approximate 30 minute journey planned, followed by 20 mins of questioning and as a minimum include:

- Planned risks and how they will be mitigated
- Health and safety
- Road/weather conditions
- Traffic situations
- Bridges or restrictions
- Fuel efficiency

The independent assessor must ask a minimum of 6 questions to assess related underpinning knowledge, skills and behaviours.

Venue

Practical driving assessments must be conducted in the following locations:

• The assessment of the practical driving skills must take place on the public highway and be in a Large Goods Vehicle requiring a C+E license (either an articulated LGV or a non-articulated LGV towing a trailer larger than 750Kg).

Support material

As a minimum, EPAOs must produce the following material to support this assessment method:

- guidance for apprentices, employers and training providers that outlines in detail how the practical driving assessment will operate
- EPAOs will produce specifications to outline in detail how the practical driving assessment will operate, what it will cover and what should be looked for. It is recommended that this be done in consultation with employers. EPAOs should put measures and procedures in place to maintain the security and confidentiality of their specifications if employers are consulted. Specifications must be standardised by the EPAO.
- assessment recording documentation EPAO must have a practical marking sheet based on the DL25, the DVSA driving test marking sheet.

End-point assessment method 2: Multiple choice test (This

assessment method has 1 component.)

Overview

This assessment method has 1 component.

A test is a controlled assessment which consists of a series of questions in which apprentices are asked to provide a response.

The rationale for this assessment method is:

- it allows for the efficient testing of knowledge where there is a right or wrong answer
- it does not require independent assessor time, reducing cost; the multiple-choice test can be administered, invigilated and marked by an independent person appointed by the EPAO
- it allows for flexibility in terms of when, where and how it is taken
- it allows larger volumes of apprentices to be assessed at one time

Delivery

Test Format

The test can be:

- computer based
- paper based

It will consist of 30 questions.

These questions will consist of multiple-choice questions. The multiple-choice questions will have four options of which one will be correct. The questions must be varied, to avoid the test becoming too predictable, yet allow assessment of the relevant KSBs.

Test administration

Apprentices must have 45 minutes to complete the test.

The test is closed which means that the apprentice cannot refer to reference books or materials.

This assessment method will be carried out as follows:

The questions must be multiple choice questions. Apprentices must choose one correct answer from a choice of four.

Assessment

Tests must be marked by independent assessors or markers employed by the EPAO following a marking guide produced by the EPAO. Alternatively, marking by computer is permissible where questions types allow this.

A correct response will be assigned one mark.

Any incorrect or missing answers must be assigned 0 marks.

Grading boundaries

The following grade boundaries apply to the multiple-choice test:

Grade	Minimum mark	Maximum mark
Fail	0	20
Pass	21	26
Distinction	27	30

Assessment location

Apprentices must take the test in a suitably controlled environment that is a quiet space, free from distractions and influence, in the presence of an invigilator. The invigilator may be an independent assessor, another independent person employed by the EPAO or specialised (proctor) software, if the test is taken on-line. The EPAO is required to have an invigilation policy that will set out how the test is to be carried out. This will include specifying the most appropriate ratio of apprentices to invigilators to best take into account the setting and security required in administering the test.

The EPAO is responsible for ensuring the security of any tests they administer to ensure the test remains valid and reliable (this includes any arrangements made using online tools). The EPAO is responsible for verifying the identity of the person taking the test. The EPAO must also verify the suitability of the venue for test-taking.

Question and resource development

Questions must be written by EPAOs and must be relevant to the occupation. It is recommended that this be done in consultation with employers of this occupation. EPAOs should maintain the security and confidentiality of their questions when consulting employers. EPAOs must develop 'test specifications' and 'question banks' of sufficient size to prevent predictability and review them regularly (and at least once a year) to ensure they, and the questions they contain, are fit for purpose. The specifications, including questions relating to underpinning KSBs must be varied, yet allow assessment of the relevant KSBs.

EPAOs must ensure that apprentices have a different set of questions in the case of re-sits/retakes.

EPAOs will produce the following material to support this assessment method:

- a question bank
- a test specification
- sample test and mark scheme
- live test and mark scheme
- analysis reports which show areas of weakness for completed tests/exams and an invigilation policy

End-point assessment method 3: Interview (This assessment method has 1 component)

component.)

Overview

This assessment method has 1 component.

An interview consists of an independent assessor asking an apprentice a series of questions to assess their competence against the KSBs. The independent assessor's role is restricted to asking set questions, and it is not a two-way discussion. The independent assessor leads this process to obtain information from the apprentice to enable structured assessment decision-making to occur.

The rationale for this assessment method is:

- it allows the apprentice to be assessed against KSBs that would take too long to observe or do not lend themselves to practical assessment
- it allows for testing of responses where there are numerous potential answers that couldn't be tested through the multiple-choice test
- it is cost effective, as apart from a venue it does not require additional resources
- the conversation is led by the assessor and the apprentice must respond

This assessment will take the form of an Interview which must be appropriately structured to draw out the best of the apprentice's competence and excellence and cover the KSBs assigned to this assessment method. It will involve questions that will focus on topics that may be difficult to see as part of a practical assessment because they may not naturally occur or require the apprentice to demonstrate their understanding of the sector.

Delivery

The independent assessor will conduct and assess the Interview.

The Interview must last for 30 minutes. The independent assessor has the discretion to increase the time of the Interview by up to 10% to allow the apprentice to complete their last answer.

During this method, the independent assessor must ask a minimum of 5 open questions to assess related underpinning knowledge, skills and behaviours. The independent assessor may combine questions from the EPAO's question bank and those generated by themselves. Follow-up questions are allowed to gain clarification.

Video conferencing can be used to conduct the Interview, but the EPAO must have processes in place to verify the identity of the apprentice and ensure the apprentice is not being aided.

KSBs met and answers to questions, must be recorded by the independent assessor.

The independent assessor will make all grading decisions.

Assessment location

The Interview should take place in a quiet room, free from distractions and influence. This is a 1:1 assessment method between the apprentice and the Independent assessor in an appropriate environment.

The Interview can take place in any of the following:

- employer's premises
- a suitable venue selected by the EPAO, for example a training provider's premises or another employer's premises

Question and resource development

A 'question bank' must be developed by EPAOs. The 'question bank' must be of sufficient size to prevent predictability and the EPAO must review it regularly (at least once a year) to ensure that it, and its content, are fit for purpose. The questions relating to the underpinning KSBs, must be varied yet allow assessment of the relevant KSBs. Independent assessors must use the question bank as a source for questioning and are expected to use their professional judgment to tailor those questions appropriately. Independent assessors are responsible for generating suitable questions in line with the EPAO's training and standardisation process.

EPAOs must ensure that apprentices have a different set of questions in the case of re-sits/retakes.

EPAOs will produce the following material to support this assessment method:

- question bank
- supporting materials for the assessor and apprentice

Reasonable adjustments

The EPAO must have in place clear and fair arrangements for making reasonable adjustments to the assessment methods for the EPA for this apprenticeship standard. This should include how an apprentice qualifies for reasonable adjustment and what reasonable adjustments will be made. The adjustments must maintain the validity, reliability and integrity of the assessment methods outlined in this assessment plan.

Weighting of assessment methods

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

Overall EPA grading

Performance in the EPA will determine the apprenticeship grade of fail, pass, or distinction.

Independent assessors must individually grade each assessment method, according to the requirements set out in this plan.

EPAOs must combine the individual assessment method grades to determine the overall EPA grade.

Apprentices who fail one or more assessment method will be awarded an overall EPA 'fail'.

In order to gain an overall EPA 'pass', apprentices must achieve a pass in all the assessment methods.

In order to achieve an overall EPA 'distinction', apprentices must achieve a distinction in all three methods.

Grades from individual assessment methods should be combined in the following way to determine the grade of the EPA as a whole:

Assessment method 1 – Practical Assessment	Assessment method 2 – Multiple choice test	Assessment method 3 – Interview	Overall grading
Fail	Any Grade	Any Grade	Fail
Any Grade	Fail	Any Grade	Fail
Any Grade	Any Grade	Fail	Fail
Distinction	Pass	Pass	Pass
Pass	Distinction	Distinction	Pass
Pass	Pass	Pass	Pass
Pass	Distinction	Pass	Pass

Crown copyright 2020 You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. Visit <u>www.nationalarchives.gov.uk/doc/open-government-licence</u>

Pass	Pass	Distinction	Pass
Distinction	Pass	Distinction	Pass
Distinction	Distinction	Pass	Pass
Distinction	Distinction	Distinction	Distinction

Any grade = fail, pass, or distinction

Re-sits and re-takes

Apprentices who fail one or more assessment method will be offered the opportunity to take a re-sit or a re-take at the employer's discretion. The apprentice's employer will need to agree that either a re-sit or re-take is an appropriate course of action.

A re-sit does not require further learning, whereas a re-take does.

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

An apprentice, who fails one or more assessment methods, and therefore the EPA in the first instance, will be required to re-sit or re-take.

The timescales for a re-sit/re-take is agreed between the employer and EPAO. A re-sit is typically taken within 3 months of the EPA outcome notification. The timescale for a re-take is dependent on how much re-training is required and is typically taken within 3 months of the EPA outcome notification.

All assessment methods must be taken within a 3 month period, otherwise the entire EPA will need to be re-sat/re-taken.

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

Where any assessment method has to be re-sat or re-taken, the apprentice will be awarded a maximum EPA grade of pass unless the EPAO determines there are exceptional circumstances requiring a re-sit or re-take.

25

Roles and responsibilities

Role	Responsibility
Apprentice	As a minimum, apprentices should:
	 participate in and complete on-programme training to meet the KSBs as outlined in the occupational standard for a minimum of 12 months undertake 20% off-the-job training as arranged by the employer and EPAO understand the purpose and importance of EPA undertake the EPA including meeting all gateway requirements
Employer	As a minimum, employers should:
	 work with the training provider (where applicable) to support the apprentice in the workplace to provide the opportunities to develop the KSBs arrange and support a minimum of 20% off-the-job training to be undertaken by the apprentice decide when the apprentice is working at or above the occupational standard and so is ready for EPA select the EPAO ensure that all supporting evidence required at the gateway is submitted in accordance with this EPA plan remain independent from the delivery of the EPA confirm arrangements with the EPAO for the EPA (who, when, where) in a timely manner (including providing access to any employer specific documentations as required, for example company policies) ensure that the EPA is scheduled with the EPAO for a date and time which allow appropriate opportunity for the KSBs to be met ensure the apprentice is given sufficient time away from regular duties to prepare for and complete any post-gateway elements of the EPA,

	 and that any required supervision during this time (as stated within this EPA plan) is in place where the apprentice is assessed in the workplace, ensure that the apprentice has access to the resources used on a daily basis Provide suitable vehicle or liaise with training provider Provide premises or liaise with training provider
EPAO	As a minimum, EPAOs should:
EPAO	 As a minimum, EPAOs should: agree the EPA price understand the occupational standard appoint administrators (and invigilators where required) to administer the EPA as appropriate provide training for independent assessors in terms of good assessment practice, operating the assessment tools and grading provide adequate information, advice and guidance documentation to enable apprentices, employers and training providers to prepare for the EPA arrange for the EPA to take place, in consultation with the employer deliver the EPA as outlined in this EPA plan in a timely manner where the apprentice is not assessed in the workplace, ensure that the apprentice has access to required resources and liaise with the employer to agree this if necessary use appropriate assessment recording documentation to ensure a clear and auditable process is in place for providing assessment decisions and feedback to all relevant stakeholders have no direct connection with the apprentice, their employer or training provider. have policies and procedures for internal quality assurance (IQA), and maintain records of regular and robust IQA activity and moderation for external quality assurance (EQA) purposes conform to the requirements of the nominated
	external quality assurance provider (EQAP)

	 conform to the requirements of the Register of End-Point Assessment Organisations (RoEPAO) deliver induction training for independent assessors, and for invigilators and markers where used undertake standardisation activity on this apprenticeship standard for all independent assessors before they conduct an EPA for the first time, if the EPA is updated and periodically as appropriate (a minimum of annually) manage invigilation of apprentices in order to maintain security of the assessment in line with their malpractice policy verify the identity of the apprentice being assessed use language in the development and delivery of the EPA that is appropriate to the level of the occupational standard request certification via the Apprenticeship Service upon successful achievement of the EPA
Independent	As a minimum, an independent assessor should:
assessor	 have the competence to assess the apprentice at this level and hold any required qualifications and experience in line with the requirements of the independent assessor as detailed in the IQA section of this EPA plan understand the occupational standard and the requirements of this EPA have, maintain and be able to evidence up to date knowledge and expertise of the subject matter deliver the end-point assessment in-line with the EPA plan comply with the IQA requirements of the EPAO have no direct connection or conflict of interest with the apprentice, their employer or training provider attend standardisation events when they begin working for the EPAO, before they conduct an EPA for the first time and a minimum of annually on this apprenticeship standard

28

	 assess each assessment method, as determined by the EPA plan, and without extending the EPA
	 unnecessarily assess against the KSBs assigned to each assessment method, as shown in the mapping of assessment methods and as determined by the EPAO, and without extending the EPA unnecessarily
	 make all grading decisions record and report all assessment outcome decisions, for each apprentice, following instructions and assessment recording documentation provided by the EPAO in a timely manner
	 use language in the development and delivery of the EPA that is appropriate to the level of the occupational standard
Training provider	As a minimum, the training provider should:
	 work with the employer and support the apprentice during the off-the-job training to provide the opportunities to develop the knowledge, skills and behaviours as listed in the occupational standard
	 conduct training covering any knowledge, skill or behaviour requirement agreed as part of the Commitment Statement (often known as the Individual Learning Plan).
	 monitor apprentices progress during any training provider led on-programme learning advise the employer, upon request, on the
	apprentice's readiness for EPAremain independent from delivery of the EPA.provide premises if agreed by employer
	 provide vehicle if agreed by employer

Multiple choice test	As a minimum, the marker should:		
administrator	 attend induction training 		
Marker	 have no direct connection or conflict of interest 		
	with the apprentice, their employer or training provider		

	mark multiple-choice test answers accurately according to the EPAO's mark scheme
Marker	As a minimum, the invigilator should:
Invigilator	 attend induction training have no direct connection or conflict of interest with the apprentice, their employer or training provider invigilate and supervise apprentices during tests and in breaks during assessment methods to prevent malpractice comply to the IQA requirements of the EPAO be independent of the apprentice, their employer and training provider(s), that means there must be no conflict of interest be trained in their role by their EPAO

Internal Quality Assurance (IQA)

Internal quality assurance refers to the strategies, policies and procedures that EPA organisations must have in place to ensure valid, consistent and reliable end-point assessment decisions. EPAOs for this EPA must adhere to all requirements within the Roles and Responsibilities section and:

- have effective and rigorous quality assurance systems and procedures that ensure fair, reliable and consistent assessment across employers, places, times and independent assessors
- appoint independent assessors who have recent relevant experience of the occupation/sector gained in the last 3 years significant experience of the occupation/sector and evidence of continued professional development
- appoint independent assessors who are competent to deliver the end-point assessment and who meet the following minimum requirements:
 - Must hold at least category C+E license
 - Must have competence and knowledge of loading, driving, operating, managing class 1 vehicles
- operate induction training for independent assessors, markers and invigilators
- provide training for independent assessors in terms of good assessment practice, operating the assessment tools and grading
- where appropriate:
 - o provide training for markers
 - o provide training for invigilators
- undertake standardisation activity on this apprenticeship standard for all independent assessors:
 - \circ before they conduct an EPA for the first time
 - if the EPA is updated
 - o periodically as appropriate (a minimum of annually)
- conduct effective moderation of assessment decisions and grades

Affordability

Affordability of the EPA will be aided by using at least some of the following practices:

- Using an employer's/supplier's existing premises and equipment for the practical assessment where possible
- using an employer's premises for the multiple choice test and Interview
- the Interview and multiple-choice test can be taken on-line, reducing travel costs

Mapping of knowledge, skills and behaviours (KSBs)

Assessment method 1: Practical assessment

Knowledge
K3 : Vehicle preparation including safe coupling and uncoupling of trailers, vehicle safety checks/inspections, defect reporting, safety requirements, loading, securing and unloading processes, axle combinations
K5: Planning and preparing processes (e.g. weather or traffic changes, planning fastest/most efficient route) including vehicle selection and contingency planning when circumstances change
K15: How to drive on roads alongside vulnerable road users, such as cyclists, pedestrians, motor cyclists, taking into account the physical difference of larger articulated vehicles and the space required to safely manoeuvre
K18: How to accommodate different traffic situations and weather conditions
Skills
S1 : Drive safely and efficiently on public and private roads, and manoeuvre the vehicle in restricted spaces; safely use and position vehicle fitted equipment (e.g mobile cranes)
S2: Proficiently control the vehicle in a range of traffic situations and weather conditions and show consideration for other drivers taking into account the size and type of vehicle and trailer
S3: Use relevant equipment and machinery safely and efficiently to ensure the safe handling of customer goods, safely open and restrain trailer and vehicle body doors
S5: Prepare the vehicle and the load for deliveries, including safely using and positioning vehicle fitted equipment; carry out vehicle safety checks and deal with or report any defects or maintenance issues to the appropriate person; complete daily walk round check sheets
S6: Ensure the vehicle is correctly loaded and is safely secured to minimize chances of damage or load shifting
S8: Effectively plan the most economical route to be used, minimising waste and loss; plan, prioritise and adapt accordingly when situations arise out of the normal routine
S17: Use and connect to the correct type of trailer and its operating systems
Behaviours
B2: Take responsibility for their own safety and that of others at all times,

particularly when driving

B4: Work in a professional manner in relation to timekeeping, personal appearance and dress code.

B7: Competent using Information technology

B8: Take responsibility for the safety of the vehicle and load through effective vehicle checks.

Assessment method 2: Multiple-choice test

Knowledge

K1: The mechanisms of safe, controlled and fuel-efficient driving techniques relating to driving the Large Goods Vehicle (LGV), considering fuel costs and other possible efficiencies, implications of differing vehicle configurations and associated safety issues, including matching the appropriate trailer to the tractor unit

K2: Safe use of equipment and machinery e.g. manual handling equipment, vehicle and delivery systems, including where to find relevant instructions or guidance

K4: How to protect the vehicle and associated loads, including management of unlawful access to vehicle and loads

K6: All role-related technology and systems including tachographs, adaptive braking, hand-held scanners, on board telematics

K7: Relevant regulation and legislation relating to the role of a professional LGV driver governing the Transport and Warehousing industry and in specific relation to the role, including the working time directive and medical and license requirements

K11: Different types of cargo and their carriage requirements

K14: The implications of city restrictions, such as congestion charging, Low Emission Zones (LEZs), night restrictions for goods vehicles, route restrictions for goods vehicles and vehicle equipment requirements

K17: The role of the Driver Vehicle Standards Agency (DVSA) and the Traffic Commissioners in compliance, fair competition and safety

Assessment method 3: Interview

Knowledge

K8: How to communicate effectively and appropriately with customers and colleagues

K9: Structure of the industry; the modes of transport and how these affect transport operations such as loading and unloading; issues facing the sector; the roles available within the sector in general and in relation to their own career aspirations

K10: Importance of delivering excellent customer service to customers and colleagues, for example identifying customer/colleague needs and responding appropriately in line with situation and organisational style/culture; importance of organisation reputation and how their own performance can contribute to organisational success

K12: Environmental impact of the industry, sector and role and how this can be minimised, including their own responsibilities to use safe and fuel-efficient driving techniques including selecting the correct trailer design to reduce wind resistance.

K13: How their role can affect their health; the need to maintain a level of fitness appropriate to their role, awareness of the benefits of a healthy diet, the impact of shift working etc.

K16: Holistic view of the logistics industry and the role of the LGV driver within that, for example multimodal transport procedures or reverse logistics

Skills

S4: Carry out delivery and other relevant activities in a safe and efficient manner complying with relevant systems and processes, following instructions and organisational policy

S7: Ensure techniques are used to protect the vehicle and load from theft and damage

S9: Use relevant IT systems appropriately and in line with organisational requirements

S10: Fully comply with appropriate legislation and regulation within the transport industry

S11: Work safely adhering to the health, safety guidelines e.g. manual handling

S12: Use appropriate methods to communicate effectively with customers and colleagues in line with organisational standards

S13: Work independently using own initiative

S14: Work closely with suppliers and customers to ensure any problems, damages or anomalies are corrected

33

S15: Work as part of a team, showing an ability to work under pressure and to agreed deadlines

S16: Support colleagues and contribute to achieving objectives or goals

Behaviours

B1: Demonstrates integrity, credibility, honesty and personal drive, and promotes organisational values and brand

B3: Take ownership for their own performance and training committing to selfimprovement. Keep up to date with industry developments

B5: Interact positively and professionally with customers and wider team. Using their own initiative

B6: Has a flexible approach to their work e.g. driving different vehicles, different shifts or hours

Grading descriptors

End-point assessment method 1: Practical Assessment

To gain a pass, all pass criteria must be met.

To gain a distinction, all pass and all distinction criteria must be met.

KSBs	Fail	Pass	Distinction
Vehicle preparation K3 K5 S5 S6 B8	Does not meet the pass criteria	Carries out the safe preparation and safety checks for an LGV vehicle and load in accordance with DVSA and organisation's guidelines and completes the appropriate documentation Plans a safe and efficient route Makes necessary changes to planned route reacting to traffic or weather situations	Identifies individual axle weights and adjusts how this affects vehicle handling depending on the load and takes appropriate action to adjust accordingly
Drive safely K15 K18 S1 S2 B2	Does not meet pass criteria	Handles the LGV safely on public and private roads not endangering other road users by their actions Parks the vehicle safely in a restricted space and safely uses and positions vehicle fitted equipment Takes account of the size and type of the vehicle and trailer, ensuring a safe distance is maintained at all times Proficiently controls	Explains the consequences of a given scenario (as selected by the assessor) outlining the danger to individuals or the impact on the vehicle

36

		the vehicle in a range of traffic situations and in consideration of the weather conditions, e.g. urban/country environment, peak- time, snow, windy conditions	
Professionalism B4	Does not meet pass criteria	Arrives on time, wearing appropriate company-issued PPE and any company uniform	
Use of equipment & IT B7	Does not meet pass criteria	Uses digital tachograph and any onboard telematics, GPS, cameras, reversing sensors (where fitted)	
Route planning S8	Does not meet pass criteria	Plans the most economical route to the directed location adapting route to avoid known traffic hotspots/hazards, taking into account congestion, low bridges and weight restrictions	Justifies their chosen route Explains the potential impact of selecting an alternative route (as suggested by the assessor)
Trailer S3 S17	Does not meet pass criteria	Checks the trailer number against the manifest/paperwork and connects it following company procedures. Safely opens and restrains trailer and vehicle body doors	Explains the consequences of a given fault (as selected by the independent assessor)

Assessment method 3: Interview

To gain a pass, all pass criteria must be met.

To gain a distinction, all pass and all distinction criteria must be met.

KSBs	Fail	Pass	Distinction
Delivery and Customer service K8 K10 S4 S12 S14 B5	Does not meet pass criteria	Explains how they deliver excellent customer service to customers and colleagues, resolving any errors or problems in line with company guidance Communicates effectively in line with company style and culture, and their own initiative, to maintain the organisation's reputation Describes how they carry out delivery and other activities in a safe and efficient manner, following instructions, organisational policy and Health & Safety guidelines	Describes the impact of key performance indicators in relation to delivery, performance and service levels. For example meets timed deliveries Explains how they have exceeded performance targets without compromising safety and outline the impact on the business Explains how they have managed difficult conversations with customers/colleagues, e.g. when a delivery has had an unanticipated delay
Structure of organisation and industry K9 K16 B1	Does not meet pass criteria	Describes how their role contributes to the organisation's commercial position and safety and the wider logistics sector and the roles available to them within the industry Outlines issues facing the sector	Outlines the impact of negative publicity on the sector and how that may affect their organisation Explains the impact of reputational damage on the organisation's brand and the impact on the business

Crown copyright 2020 You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. Visit <u>www.nationalarchives.gov.uk/doc/open-government-licence</u>

		Evalaine herr (herr	
		Explains how they maintain integrity, credibility and honesty	
		Explains how they promote their organisational values and brand	
Environment	Does not meet	Explains the	Explains how their chosen route
K12	pass criteria	environmental impact of the industry and what they and industry can do to minimise this impact including fuel efficient driving techniques, trailer and cab design	respects clean air zones and other regional restrictions
Health & Safety	Does not meet pass criteria	Discusses lifestyle challenges of the role and how they mitigate risks to their	Explains the health risks and risks to the business in a given scenario (as selected
K13 S11		health and well being	by the independent assessor)
		Explains how they take a safety-first approach to their role	
Vehicle protection S7	Does not meet pass criteria	Describes how they take steps to protect the vehicle and load from theft and damage in line with company security and safety procedures including using any vehicle fitted security equipment	Explains the impact on the business in a given 'vehicle protection' scenario (as selected by the independent assessor)
Legislation S10	Does not meet pass criteria	Describes how they comply with relevant regulations and legislation that impact on LGV	Explains the impact on the business in a given ' legislation or regulations' scenario (as selected by the independent

39

			assessor)
Use of IT S9	Does not meet pass criteria	Uses the organisation's IT systems to access and record tasks	
Ways of working S13 S15 S16 B3 B6	Does not meet pass criteria	Outlines the difference their contributions have made when working as part of a team Explains which tasks are an individual responsibility and how they take accountability for that Explains how they prioritise tasks and how they manage periods of high workload to ensure deadlines are achieved Outlines the difference they have made when supporting a colleague Explains how they have improved their performance over time and kept up-to- date with industry developments Explains how the manage change, including and how their flexibility makes a difference to the business	