

**Express Delivery Manager (Degree) Apprenticeship  
Level 6  
End–point Assessment Plan**

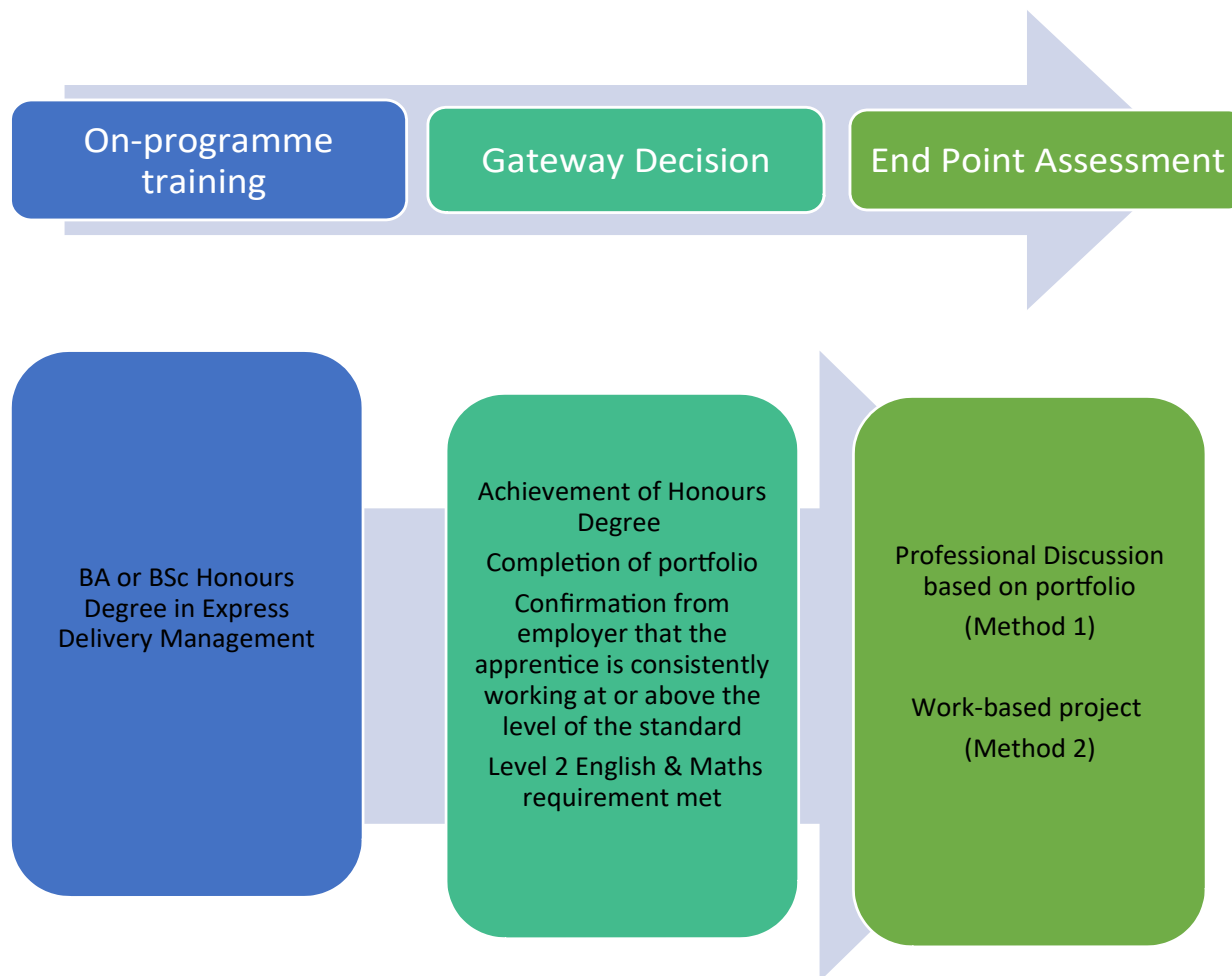
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## 1. Overview

This End-point Assessment (EPA) plan is for end-point assessment organisations (EPAOs), employers, education and training providers, independent 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 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. The end-point assessment set out in this plan tests full occupational competence through a synoptic, post-Gateway professional discussion based on a portfolio, and a work-based project.



## End-point Assessment Gateway

Having completed the on-programme part of the apprenticeship which will typically be 36 months and must be a minimum of 12 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 BA/BSc (Hons) Express Delivery Management
- Submitted 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 will typically contain between 5 and 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 One is indicated in Annex 1 as the assessment method. Reflective accounts and self-evaluations cannot be included as evidence in the portfolio. The evidence provided must be valid and attributable to the apprentice; the portfolio of evidence must contain a statement from the employer and apprentice confirming this.
- Apprentices must have achieved 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.

### 3. 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 assessment methods. Method One (detailed in Section 5) is a professional discussion based on the portfolio which is a gateway requirement and described in Section 3 above. Method Two (detailed in Section 6) is a work-based project carried out post-gateway. Apprentices are required to complete both methods of assessment, the portfolio of evidence is only required for Method Two. The total EPA period available to apprentices is 30-weeks.

**Method One: Professional Discussion based on portfolio.** 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 employer must discuss the feasibility of the project proposal with the apprentice before it is submitted to the EPAO at gateway to approve the project, title and content, to be confirmed by the EPAO within the first 2 weeks of the 30-week EPA period.

However, if the project proposal is not approved by the EPAO, the apprentice will be allowed a further attempt to submit another project proposal which is accepted by the EPAO. They will be allowed two weeks for this alternate project proposal to be agreed by the EPAO – one week for the apprentice to revise the plan and one week for the EPAO to confirm agreement. If the first project proposal is not accepted, the EPAO must provide feedback to the apprentice explaining the reasons why, and provide guidance so the apprentice can submit a successful alternative proposal.

The project must then be completed within 10 weeks and graded within 2 weeks. This brings the total time available to 16 weeks.

Should the first project be graded as a fail, one further 14-week block is provided for a second project to be attempted. For this second attempt, a one-week period for the project proposal to be written by the apprentice and one week for it to be agreed by the EPAO is followed

by a further 10 weeks to complete that project and two further weeks for grading.

The 30 week maximum period therefore allows for two 14-week blocks and a 2-week resubmission of the first project agreement. If the candidate fails to achieve any method of assessment within 30 weeks a fail is recorded for this part of the EPA and they will not pass the apprenticeship.

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.

#### **4. Method One: Professional Discussion based on portfolio**

The purpose of the professional discussion is to assess that the apprentice has met the KSBs mapped to this assessment method, drawing on the portfolio which has been completed and submitted at Gateway. The portfolio must be received by the EPAO at the Gateway, which must be 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 a minimum of 6 questions to enable them to conduct a structured discussion lasting 60 minutes, covering knowledge, skills and behaviours (as mapped in annex one) across all four areas of the Standard; Compliance, Financial, Safety, and Contingencies. The independent assessor has the discretion to increase the time of the professional discussion by up to 10% to allow the apprentice to complete their last answer. The independent 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 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.

## 5. Method Two: Work-based Project

All apprentices will undertake a 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 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 should be in the form of an electronic / paper-based written report. The project may be based on any of the following:

- a specific problem
- a recurring issue
- an idea/opportunity
- specific piece of analysis relevant to the workplace

A project proposal must include the following minimum information:

- project title
- A synopsis (maximum 250 words) including a summary of the issue/s or challenge/s, the options for responding to or resolving these and the role the apprentice will play within this.



The project must contain 6,000 words +/-10% 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.

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
- Elements of the standard that must be in the project can be found in annex two.
- 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. If the apprentice chooses a project of business value all confidentiality concerns must be addressed by the employer.

## 6. 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.

## 7. Re-takes and re-sits

Apprentices who fail one or more assessment method will be offered the opportunity of a re-sit or a re-take. A re-sit does not require further learning, whereas a re-take does.

Apprentices should have a supportive action plan to prepare for the re-sit or a re-take. The apprentice’s employer will need to agree that either a re-sit or re-take is an appropriate course of action. An apprentice who fails an assessment method, and therefore the EPA in the first instance, will be required to re-sit or re-take any failed assessment methods only.

Any assessment method re-sit or re-take must be taken during the maximum EPA period, otherwise the entire EPA must be taken again, unless in the opinion of the EPAO exceptional circumstances apply outside the control of the apprentice or their employer.

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

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.

## 8. Overall Grading

The 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.

Method 1 - Professional discussion based on portfolio	Method 2 - Work based project	Final EPA grade
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

## 9. 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 example questions to assist assessors in preparing for the professional discussion.
- Secure recording and storage of all assessment decisions

- Verification of achievement of apprenticeship certificate

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 assessing 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 in this end point assessment plan. 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 years of work experience in the past ten years in duties covered by the Express Delivery Manager Standard. A generic assessment/assessor qualification is not required by this EPA Plan. 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 with a minimum of 15% of each independent assessors' assessments moderated via either desk based or live internal quality assurance activity.

## 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>

<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) 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) 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> <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> <li>• (K10) The relevance and impact on business operations of legislation for safeguarding young people and vulnerable adults.</li> <li>• (K11) 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>P</p> <p>P</p> <p>P</p> <p>P</p>
Customer Insight	<ul style="list-style-type: none"> <li>• (K12) Determinants of consumer behaviour; ability to influence customer choice. Methods of customer relationship management; techniques for building customer relationships.</li> <li>• (K13) Methods of communication; face to face, sharing information about service performance, impact of social media on customer communications.</li> </ul>	<p>PD</p> <p>PD</p>
Leadership and Management of People	<ul style="list-style-type: none"> <li>• (K14) Employment Law as it applies in the sector.</li> <li>• (K15) 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>	<p>PD</p> <p>PD</p>
Business Innovation	<ul style="list-style-type: none"> <li>• (K16) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.</li> </ul>	<p>PD, P</p>
Financial	<ul style="list-style-type: none"> <li>• (K17) 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>• (K18) Financial implications of different business models, PAYE</li> </ul>	<p>PD</p>

	<p>employment, self-employment, mixed vehicle fleets, corporate structures.</p> <ul style="list-style-type: none"> <li>(K19) Methods used to analyse where costs occur in the business process.</li> </ul>	<p>P</p> <p>P</p>
Safety	<ul style="list-style-type: none"> <li>(K20) Health, safety and security regulations related to goods carried and how these impact on business operations.</li> <li>(K21) The potential environmental and air pollution hazards associated with express delivery, postal and courier services in urban and rural environments.</li> </ul>	<p>P</p> <p>P</p>
Contingencies	<ul style="list-style-type: none"> <li>(K22) Range of potential economic contingencies and their impact on business operations.</li> <li>(K23) Principles of business continuity.</li> <li>(K24) Theories of risk management, the range of tools used to manage and mitigate business risk.</li> <li>(K25) Techniques of dynamic risk assessment.</li> <li>(K26) 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</p> <p>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) Develop and implement business strategies and operational plans for express delivery organisations</li> <li>(S2) Develop and apply key performance indicators.</li> <li>(S3) Interpret data to manage volume flows through the delivery/collection process. Create and manage the implementation of company policies and instructions related to collections, deliveries, failed deliveries and returns.</li> <li>(S4) Manage operations to ensure correct labelling and packaging of goods.</li> </ul>	<p>PD</p> <p>PD</p> <p>PD</p> <p>PD</p>
Compliance	<ul style="list-style-type: none"> <li>(S5) Apply commercial and employment legislation in the</li> </ul>	

	<p>workplace; comply with legal and regulatory requirements relating to express delivery services, deal with security breaches, and ensure compliance with data protection legislation.</p> <ul style="list-style-type: none"> <li>• (S6) Demonstrate commercial acumen, manage contracts for sortation and delivery services. Comply with law and contracts in sortation, express delivery, and postal services.</li> <li>• (S7) Implement processes for audits in relation to quality standards.</li> <li>• (S8) Manage operations to ensure compliance with customs regulations related to bonded goods.</li> <li>• (S9) Apply organisation's policies relating to safeguarding of young people and vulnerable adults.</li> <li>• (S10) Ensure vehicle fleet meets legislative and regulatory requirements. 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>
Customer Insight	<ul style="list-style-type: none"> <li>• (S11) Understand and consistently meet customers' expectations, respond to customer's needs and identify ways to improve customer service.</li> <li>• (S12) Develop customer relationships, communicate with current clients. Share information about delivery performance with customers.</li> <li>• (S13) 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>• (S14) Be able to line manage people.</li> <li>• (S15) Apply performance management techniques based on data, drive the achievement of standards and targets in the operation.</li> <li>• (S16) Be able to build and manage teams, demonstrate</li> </ul>	<p>PD</p> <p>PD</p> <p>PD</p>



	empowerment of people.	
Business Innovation	(S17) Apply continuous improvement techniques to sortation operations, develop innovative service propositions, and apply technology to sortation activities Demonstrate confident presentation skills. Present complex data and information in a business format, show how reading and learning influence own performance.	PD
Financial	<ul style="list-style-type: none"> <li>• (S18) Use data gathered from operation monitoring to track costs in the business. Carry out activity-based costing.</li> <li>• (S19) Demonstrate ways to minimise business costs while meeting customer requirements.</li> <li>• (S20) Carry out financial analysis, data analysis and data management.</li> <li>• (S21) Carry out business forecasting and modelling, propose a financial plan.</li> </ul>	P P P P
Safety	(S22) Comply with regulations relating to the movement and handling of items, handling goods correctly using lifting and other equipment where appropriate. Manage operations to ensure that appropriate daily equipment or vehicle checks are carried out and rectification of reported faults takes place.	P
Contingencies	<p>(S23) Apply dynamic risk assessment principles to sortation and delivery services. Apply methods to ensure business continuity; create a business continuity plan.</p> <ul style="list-style-type: none"> <li>• (S24) Adapt business processes to both short term and long term changes in the external business environment.</li> </ul>	P P
<b>Behaviour</b>	<b>What is required</b> - The Express Delivery Manager will be able to demonstrate the following behaviours:	
	<ul style="list-style-type: none"> <li>• (B1) Acts as a company ambassador, shares business core values. Customer focussed, strives to improve service quality.</li> </ul>	PD PD

	<ul style="list-style-type: none"> <li>• (B2) Authoritative, Confident, Positive.</li> <li>• (B3) Engages positively with colleagues and clients, is creative and innovative.</li> <li>• (B4) Takes personal responsibility for the environmental impacts of express delivery, postal and courier services and strives to reduce those impacts. All-rounder, Pro-active, Willing to challenge.</li> <li>• (B5) People person, Empathy, Recognises good and bad behaviours. Reliable, Accurate, Process driven.</li> <li>• (B6) Is calm under pressure and focused on solutions not problems.</li> </ul>	<p>PD</p> <p>PD</p> <p>PD</p> <p>PD</p>
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## Annex 2

### Detailed Grade Descriptors

The tables below set out the grade descriptors for Method One: Professional Discussion based on portfolio and Method Two: Work-based Project

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

- All pass criteria must be achieved to obtain a pass.
- All pass and 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>The apprentice must meet all the pass criteria.</b>	<b>The apprentice must meet all the pass criteria and all the distinction criteria.</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.	Outline techniques of business management and business operations between retailers, logistics service providers (LSP) and consumers. Uses these to explain how the client chain in Express logistics and urban density is applied in practice.	Analyse delivery speed promise to the consumer in the context of operating capacity and urban density.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(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.	Outline a range of sortation and collection services, explaining consolidation, brokering services and reverse logistics in the LSP business model and the range of collection and delivery points including home office or box.	
	(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.	Explain the importance of route optimisation, and give examples of the methods and software, bespoke and generic, used to manage deliveries and collections.	Analyse how an LSP would re-route an overloaded route.
	(K4) Implications of volume and of weight of goods in allocating goods to vehicles and routes.	Does not meet pass criteria.	Explain the operating capacity implications of volumes and weights in allocating goods to vehicles and routes.	Analyse the allocation of vehicles across the fleet of an LSP to maximise the capacity of the network.
	(K5) Factors affecting profitability of delivery or collection. Analysis of route density, achievement numbers and time slot selection.	Does not meet pass criteria.	Explain the factors affecting profitability of delivery or collection. Explain the range of route densities, rural and urban, its impact on achievement numbers and time slot selection.	Analyse the potential profitability challenge in achievement of time slots in urban areas.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Customer Insight</b>	(K12) Determinants of consumer behaviour; ability to influence customer choice. Methods of customer relationship management; techniques for building customer relationships.	Does not meet pass criteria.	<p>Explain how determinants such as urban or rural location impact on consumer behaviour. Detail delivery speed in the context of competitive pressure from other LSPs.</p> <p>Explain how geographical restrictions of customer location impact on influencing customer choice.</p> <p>Explain methods of customer relationship management and techniques for building customer relationships.</p>	Detail the impact on customer choice of different delivery charges for a range of delivery times.
	(K13) Methods of communication; face to face, sharing information about service performance, impact of social media on customer communications.	Does not meet pass criteria.	Explain the methods of communication used in customer relationships, sharing performance data such as the nature of live reporting delivery data. Explain impact on the express brand of customer communication via social media and the impact of apps and driver delivery arrival time system texts.	Explain how social media opportunities build brand opportunity.
<b>Leadership and Management of People</b>	(K14) Employment Law as it applies in the sector.	Does not meet pass criteria.	Explain Employment Law as it applies in the sector, detailing lifestyle and franchise in the sector.	
	(K15) 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.	Explain the theories and principles relating to human resource management and reporting structure for LSPs in context of sortation hubs, road fleet networks and management. Explain actions for dealing with delivery performance issues outlining disciplinary procedures and processes, management and development of people, training, coaching and mentoring.	Critically explain variations in procedures which arise from the different employment status types used in LSPs.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Business Innovation</b>	(K16) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.	Does not meet pass criteria.	Explain the theories and principles of business transformation in the context of change in service, multi-day to same-day, innovation in bandwidth and continuous improvement principles for customer promise.	Use the theory of business transformation to critically discuss evolution of further bandwidth such as weekend delivery.
<b>Financial</b>	(K17) 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.	Explain a range of business models for LSPs. Detail LSP employment streams of PAYE, Worker status, Self-employment and lifestyle workers explaining layering of worker status in mixed fleet LSP driver fleets. Detail contract and payment processes across a range of worker statuses used by LSPs.	Critically discuss flexibility advantages for the business model in a range of employment status.
<b>SKILLS</b> (S 'Show it')	<b>Assessment of the apprentice's ability to:</b>			
<b>Business Processes</b>	(S1) Develop and implement business strategies and operational plans for express delivery organisations.	Does not meet pass criteria.	Outline the factors used in assessing and implementing business strategies and operational plans to deliver customer promise for express delivery.	Explain the purpose of a business strategy where the consumer has not chosen the LSP.
	(S2) Develop and apply key performance indicators.	Does not meet pass criteria.	Explain how to develop and implement key performance indicators. Identify impact of and show relevant examples of delivery reliability and delivery speed in a range of densities.	Demonstrate how a shift in key performance indicators could impact on express delivery operations profitability.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(S3) Interpret data to manage volume flows through delivery/collection process. Create and manage the implementation of company policies and instructions related to collections, deliveries, failed deliveries and returns.	Does not meet pass criteria.	Explain how to interpret data to manage volume flows through delivery collection process and its impact on customer promise  Explain where they have created and implemented company policies, explaining and justifying instructions related to collections, deliveries, failed deliveries and returns. Give examples such as leave without signature or age restricted goods	Demonstrate data that would show a shift in volume flow impacting on customer promise.
	(S4) Manage operations to ensure correct labelling and packaging of goods.	Does not meet pass criteria.	Explain how to manage operations to ensure correct labelling and packaging of goods, giving examples across depot codes and route networks, including multi-labelling and failed or damaged labelling.	Identify impact when re-labelling takes place in the depot or on route.
<b>Compliance</b>	(S5) 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.	Outline how to apply commercial and employment legislation in the workplace and comply with legal and regulatory requirements relating to express delivery services. Identify the impact of and show how to deal with security breaches, and ensure compliance with Data protection legislation.	
	(S7) Implement processes for audits in relation to quality standards.	Does not meet pass criteria.	Describe audit procedures for a relevant quality standard such as FORS or ISO, including timescale.	Explain the best time fit of an audit process to the cycle of the express year.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Customer Insight</b>	(S11) Understand and consistently meet customer expectations, respond to customers' needs and identify ways to improve customer service.	Does not meet pass criteria.	Explain customer position in the client chain, describing customer expectations. Identify ways to improve customer service such as tighter delivery windows and give examples of methods they used that improved customer service.	
	(S12) Develop customer relationships, communicate with current clients. Share information about delivery performance with customers.	Does not meet pass criteria.	Describe how to develop customer relationships, identify impact of communication with clients, and share information about existing delivery performance with customers, such as delivery drop proof .	
	(S13) Apply knowledge to the writing and presentation of bids to customers for new work.	Does not meet pass criteria.	Explain how to write and present information for use in bids for express delivery work.	Analyse and assess restrictions that may impact on a bid such as congestion zone, clean air zone, parking or client loading restrictions.
<b>Leadership and Management of People</b>	(S14) Be able to line manage people.	Does not meet pass criteria.	Using management theory, explain how they line manage people in LSPs, across national, regional and local depot structures, and multiple hubs and regions.	
	(S15) Apply performance management techniques based on data, drive the achievement of standards and targets in the operation.	Does not meet pass criteria.	Explain a range of performance management techniques based on operating capacity and urban density performance data. Describe targets in operations including delivery speed. Explain how these targets are used to drive the achievement of customer promise in the operation.	Describe how they have consistently achieved customer promise across same-day, next-day, and multi-day services.



	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(S16) Be able to build and manage teams, demonstrate empowerment of people.	Does not meet pass criteria.	Explain the structure of teams in LSPs and how to manage teams and build them, giving examples of empowering people in teams.	
<b>Business Innovation</b>	(S17) Apply continuous improvement techniques to sortation operations, develop innovative service propositions, and apply technology to sortation activities. 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.	Explain how to implement technology to sortation activities. Detail innovative service propositions in sortation such as geography match of sortation hub to customer. Describe the application of technology to improvement such as belt speed.  Discuss and show development of a presentation involving complex data and information for achieving customer promise. Explain how reading and learning of literature in the express sector has improved their performance.	Recommend further technology innovation to achieve sortation bandwidth improvement.
<b>BEHAVIOUR S</b> (B Live it)	<b>Assessment of the apprentices' behaviours by:</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(B1) Acts as a company ambassador, shares business core values. Customer focussed, strives to improve service quality.	Does not meet pass criteria.	Explain how they have acted as a company ambassador and showed the core values of the business in talking about the LSP brand.  Explain meaning of the customer promise and service quality as a differentiating factor between LSPs. Explain how they are have tried to improve service quality and build loyalty.	Explain when they have offered alternative service provision that improves quality of the customer promise.
	(B2) Authoritative, Confident, Positive.	Does not meet pass criteria.	Explain how they have demonstrated authoritative, confident and positive behaviour in the express sector, giving customers confident assurance that issues will be resolved .	

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(B3) Engages positively with colleagues and clients, is creative and innovative.	Does not meet pass criteria.	Explain how they demonstrated positive engagement with colleagues and clients	Explain the business benefits of positive engagement behaviour to the business.
	(B4) Takes personal responsibility for the environmental impacts of express delivery, postal and courier services and strives to reduce those impacts. All-rounder, Pro-active, Willing to challenge.	Does not meet pass criteria.	Explain how they have taken personal responsibility for environmental impacts and how the LSP works in a green and efficient manner.  Explain how they have been proactive and how they provided positive challenge for LSP business benefit	
	(B5) People person, Empathy, Recognises good and bad behaviours. Reliable, Accurate, Process driven.	Does not meet pass criteria.	Give examples of when they have shown empathy and recognised good and bad behaviours in others such as the context of goods lost or missing in the express client chain.  Describe how they have demonstrated reliability and accuracy in their attendance records and following other processes	
	(B6) Is calm under pressure and focused on solutions not problems.	Does not meet pass criteria.	Give example of where they have been calm under pressure and focused on solutions in a 'can-do' environment of urgent express delivery where solutions must be found.	Can describe a range of scenarios that generate need for solutions.

### Method Two – Work-based Project 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>KNOWLEDG E</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.	Apply and detail the principles of commercial, common contract law and insurances. Give relevant applied examples of parcel value for loss, damage or theft.	Explore concept of insured intrinsic value of contents of packet or parcel.
	(K7) Customs regulations applied to international movement of goods; customs bonded storage.	Does not meet pass criteria.	Apply and detail theories and techniques for customs regulations for international movement of goods and customs bonded storage and illustrate with relevant applied examples, such as air.	
	(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.	Apply theories and techniques of the Laws and Regulations relating to transport operations. Detail Operator Licencing, Transport Manager Certificate of Professional Competence and the Fleet Operator Recognition Scheme at various grades.	Explore variation between compliance regulations and those of contract laws and regulations.
	(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.	Apply Laws and Regulations relating to specific goods including the Postal Common Operators Procedures Code and the Mail Integrity Code of Practice. Explain how work meets controls relating to dangerous or hazardous goods and foodstuffs and data protection legislation.	

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(K10) The relevance and impact on business operations of legislation for safeguarding young people and vulnerable adults.	Does not meet pass criteria.	Show how the relevance and impact of legislation for safeguarding young people and vulnerable adults has been taken into account.	Apply and critically examine the LSP's delivery point age challenge.
	(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.	Explain which of the range of Quality Standards they have used, the theories that determine their use and their impact on the business process.	
<b>Business Innovation</b>	(K16) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.	Does not meet pass criteria.	Apply theories with examples of business transformation, principles of business innovation and continuous improvement principles. Briefly detail history of change in service from multi-day to same-day.	Give a fully integrated business transformation example of increasing the delivery network bandwidth as consumer choice in delivery targets evolves.
<b>Financial</b>	(K18) Financial implications of different business models, PAYE employment, self-employment, mixed vehicle fleets, corporate structures	Does not meet pass criteria	Explore the financial implications of a range of business models, review the financial impact of a range of employment statuses and explore a range of mixed fleet financial impacts of fuel variations and vehicle size. Show a range of corporate structures in express from owner fleets to franchise models.	
	(K19) Methods used to analyse where costs occur in the business process	Does not meet pass criteria	Use methods of cost analysis in the LSP business process. Give cost examples of people, vehicles and fuel. Analyse where costs impact the network operating capacity occur in the business process.	Give an example of methods to identify cost variation in peak periods.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Safety</b>	(K20) Health, safety and security regulations related to goods carried and how these impact on business operations.	Does not meet pass criteria.	Apply health and safety and security regulations related to goods carried and show the impact of these regulations on business operations.	Include a health and safety example of collection or delivery point danger such as animal attacks at door step.
	(K21) 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.	Take into account environmental and air pollution hazards associated with express delivery, postal and courier services. Where relevant, show understanding of clean air zones and impact of air on the delivery teams, low, ultra-low and zero emission zones and variations in rural density geography.	Analyse the implementation of a zero emission zone.
<b>Contingencies</b>	(K22) Range of potential economic contingencies and their impact on business operations.	Does not meet pass criteria.	Deals with or explains how they would deal with a range of potential economic contingencies such as fraud or terrorist attack and detail their impact on LSP business operations.	Detail a fully integrated contingency example of fraud, IT or other failure in the express sector.
	(K23) Principles of business continuity.	Does not meet pass criteria.	Apply theories of business continuity and techniques to deal with planning and creating systems of prevention and recovery to deal with threats to the LSP.	Analyse the priority of threats to the business continuity.
	(K24) Theories of risk management, the range of tools used to manage and mitigate business risk	Does not meet pass criteria.	Apply theories of risk management, detailing the range of tools used to manage and mitigate business risk (ISO31000) and techniques for prioritisation of risk.	Apply theory of risk with a fully integrated example and analysis of risk when a central sortation hub fails such as fire or road access closure.
	(K25) Techniques of dynamic risk assessment.	Does not meet pass criteria.	Apply theories and techniques of dynamic risk assessment. Detail techniques for continuous process of identifying hazards in rapid changing circumstances of an LSP operational incident.	Apply a fully integrated dynamic risk example reviewing an operational incident in an LSP such as a sortation machine failure.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
	(K26) The cyclical and seasonal nature of express delivery demand and strategies for adapting to demand peaks and troughs.	Does not meet pass criteria.	Detail the cyclical and seasonal nature of express delivery demand and the impact of peaks such as Black Friday and Cyber Monday. Detail strategies for adapting to such demand variation before and after a peak and planning for future peaks.	Give a fully integrated cyclic example of an unexpected peak.
<b>SKILLS</b> (S 'Show it')	<b>Assessment of the apprentice's ability to:</b>			
<b>Compliance</b>	(S6) Demonstrate commercial acumen, manage contracts for sortation and delivery services. Comply with law and contracts in sortation, express delivery, and postal services.	Does not meet pass criteria.	Demonstrate business understanding, detailing management of contracts between LSPs and clients and showing impact on sortation and delivery services. Comply with law and contracts in sortation, express delivery, and postal services.	
	(S8) Manage operations to ensure compliance with customs regulations related to bonded goods.	Does not meet pass criteria.	Demonstrate compliance with customs regulations related to bonded goods.	
	(S9) Apply organisation's policies relating to safeguarding of young people and vulnerable adults.	Does not meet pass criteria.	Demonstrate application of the LSP safeguarding policy relating to young people and vulnerable adults.	
	(S10) Ensure vehicle fleet meets legislative and regulatory requirements. Implement quality standards in business operations and ensure that business processes comply with quality standards	Does not meet pass criteria.	Demonstrate how vehicle fleet match to the legislation and show implementing vehicles with examples of clean air zones or licence regulations.  Demonstrate implementing quality standards in the business process and ensure that business processes comply with quality standards.	Show an innovative approach to matching vehicles and regulation.  Project shows and demonstrates the impact of quality standards 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>	(S18) Use data gathered from operation monitoring to track costs in the business. Carry out activity-based costing.	Does not meet pass criteria.	Demonstrate how to find data streams in the business and show interpretation of data. Evaluate costs for data gathered from road or sortation hub systems.  Demonstrate activity-based costing (ABC) and show application across different products of time, value and distance in the customer promise.	Calculate average parcel cost in the network.
	(S19) Demonstrate ways to minimise business costs while meeting customer requirements.	Does not meet pass criteria.	Demonstrate a range of business costs for meeting customer requirements such as consolidation or single and multiple delivery to same location. and identify steps to minimise cost.	Give an alternative customer promise solution to achieve cost effectiveness.
	(S20) Carry out financial analysis, data analysis and data management.	Does not meet pass criteria.	Demonstrate financial analysis, data analysis and show application of data management across the LSP.	Show and demonstrate data analysis of the evolving numbers of express delivery.
	(S21) Carry out business forecasting and modelling, propose a financial plan.	Does not meet pass criteria.	Demonstrate business forecasting and modelling in express delivery generating a financial plan.	Show use of a range of forecasting tools.
<b>Safety</b>	(S22) Comply with regulations relating to the movement and handling of items, handling goods correctly using lifting and other equipment where appropriate. Manage operations to ensure that appropriate daily equipment or vehicle checks are carried out and rectification of reported faults takes place.	Does not meet pass criteria.	Show compliance with regulations relating to the movement and handling of items and goods from the hazardous to the perishable, goods handling and lifting using appropriate equipment.  Detail carrying out of sortation equipment and vehicle checks in the LSP operation. Describe how to implement and carry out such checks and reporting. Detail how rectification takes place.	Detail an example of repetitive fault reports.

	<b>Element of Standard</b>	<b>Fail</b>	<b>Pass</b>	<b>Distinction</b>
<b>Contingencies</b>	(S23) Apply dynamic risk assessment principles to sortation and delivery services. Apply methods to ensure business continuity; create a business continuity plan.	Does not meet pass criteria.	Apply dynamic risk assessment principles to identify and show gain, loss or breakeven in the client chain. Identify dynamic risks that impact on bandwidth in the delivery network. Implement methods as part of a business continuity plan that reduces risk and ensures the infrastructure of the LSP.	Prioritise a range of risks to continuity.
	(S24) Adapt business processes to both short term and long term changes in the external business environment.	Does not meet pass criteria.	Demonstrate how they adapt business processes to short term changes such as peak periods like Black Friday or Cyber Monday and long term changes such as the evolving shift of express numbers from bricks and mortar to e-retail.	Give examples for peaks for different goods. Show not all peaks are cross-sector.