



# End-Point Assessment

Operations Manager Level 5 (V1.4)  
Support Pack



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## INTRODUCTION

This document details the requirements, advice, and guidance for the End-Point Assessment (EPA) of the Operations Manager Level 5 Apprenticeship standard. This document is designed for apprentices, employers and training providers involved in the End-Point Assessment of an apprentice studying the Operations Manager standard.

An apprentice for Operations Manager typically spends 24 months on-programme and must spend at least 12 months on-programme. The EPA should typically be completed within the 5 months.

This support pack is divided into sections covering the relevant aspects of EPA for the Operations Manager.

Should you require any further information other than the guidance in this document, please do not hesitate to contact [admin@nqual.co.uk](mailto:admin@nqual.co.uk)

The information in this guide has been outlined in the Institute for Apprenticeships and Technical Education, Operations Manager Assessment Plan. For reference, you can find this document.

[Operations Manager L5 EPA Plan  
\(www.instituteforapprenticeships.org\)](https://www.instituteforapprenticeships.org)



## EPA TIMESCALE

Register with  
NQual

Training Providers should register apprentices For EPA with NQual a minimum of 90 days before assessment. Providers will pay a registration fee of £30.

This is when the employer, apprentice, and training provider confirm that the apprentice is ready for End-Point Assessment. All evidence should be uploaded to NQual a maximum of 20 weeks prior to EPA.

## Gateway

## EPA Booking

The training provider should complete the booking section on the Gateway Form or training providers can arrange the booking via ACE360. NQual will confirm booking within 48 hours.

NQual will send an invoice for the remaining fee once EPA is approved.

## EPA Approved

## Assessment

The apprentice will complete a Professional Discussion Underpinned by a Portfolio of Evidence and a Written Project Report with Presentation and Questions.

Results will be communicated within 10 working days of final assessment. If the apprentice passes, NQual will send details to the apprentice and training provider containing an EPA results document. If the apprentice fails, NQual will send details to the learner and training provider outlining feedback and next stages.

## Results



## GATEWAY

This section outlines the requirements you must have met in order to complete the End-Point Assessment.

Once the employer is fully satisfied that you are occupationally competent and are working at or above the expectations set out within this standard, the employer can formally confirm that you are ready for EPA via Gateway. Gateway requirements for Operations Manager outline you must have:

- **Achieved Level 2 maths and English\***
- **Submitted a Portfolio of Evidence**
- **Completed an on-programme project, which will form the basis of the Written Project Report in the EPA**

The Gateway form must be sent to NQual a maximum of 20 weeks before End-Point Assessment is carried out, along with the evidence listed above.

All EPA activity will take place no later than 5 months from Gateway.

You can find the NQual Gateway form by emailing: [admin@nqual.co.uk](mailto:admin@nqual.co.uk)

\*For those with an education, health and care plan or a legacy statement, the apprenticeships English and mathematics minimum requirement is Entry Level 3 and British Sign Language qualification are an alternative to English qualifications for whom this is their primary language.

## PORTFOLIO OF EVIDENCE

As part of the apprenticeship, apprentices are required to prepare a Portfolio of Evidence which will be developed on programme to demonstrate their practice in achieving the knowledge, skills, and behaviours (KSBs) associated with the Professional Discussion. The portfolio is not assessed directly, as it underpins the Professional Discussion.

The on-programme portfolio that will inform the Professional Discussion may include workplace documentation and records such as policies and procedures, witness statements, annotated photographs, video clips (with a maximum total duration of 5 minutes).

The Portfolio of Evidence should **not** include reflective accounts or any methods of self-assessment. Any employer contributions should focus on direct observation of performance, for example, witness statements, rather than opinions.

This is not a definitive list; other evidence sources can be included.

Apprentice's submission should typically be 16 pieces of discreet evidence. Evidence must be mapped against the KSBs using the mapping document provided by NQual. Evidence may be used to demonstrate more than one KSB and a qualitative as opposed to quantitative approach is suggested.

## COMPONENTS OF END-POINT ASSESSMENT

The Operations Manager Level 5 apprenticeship standard requires two distinct assessment methods, a Professional Discussion Underpinned by a Portfolio of Evidence and a Written Project Report with Presentation and Questions. The assessment methods can be taken in any order.

### Professional Discussion Underpinned by a Portfolio of Evidence

This will be a formal two-way discussion between the independent assessor and the apprentice. It gives the apprentice opportunity to demonstrate their competency across the KSBs for this assessment method.

- Managing and leading a team
- Organisational governance
- Operational planning
- Stakeholder relationships

The apprentice can refer to and illustrate their answers with evidence from their Portfolio of Evidence.

The Professional Discussion must last 60 minutes. The independent assessor has the discretion to increase the time of the professional discussion by up to 10%.

Independent assessors will ask a minimum of 6 questions and may ask follow-up questions for clarification purposes.

### Written Project Report with Presentation and Questions

There are two components to this method.

#### Component 1: Written Project Report

The Written Project Report involves the apprentice completing a significant and defined piece of work that has a real business application and benefit. The Written Project Report must meet the needs of the employer's business and be relevant to the apprentice's occupation and apprenticeship. The apprentice must start the

written project report after the gateway. The employer should ensure the apprentice has the time and resources, within the gateway period, to plan and complete their report. The research and project will be completed on programme and before the gateway.

\* The project is undertaken and completed on programme and pre-gateway to the EPA. The project itself is not part of the EPA. The project will typically take 6 months to complete.

The report must include at least:

- An executive summary
- An introduction
- The scope and business need of the project (including key performance indicators, aims and objectives)
- Research and analysis outcomes
- Project outcomes - did it deliver the benefits included? was it completed to time and cost?
- Discussion of findings
- Recommendations and conclusions
- References - from external resources
- Appendix containing mapping of KSBs to the report.

The Written Project Report must have a word count of 4000 words. A tolerance of 10% above or below is allowed at the apprentice's discretion. Appendices, references, and diagrams are not included in this total. The apprentice must complete and submit the written project report and any presentation materials to NQqual by the end of week 12 of the EPA period.

#### Component 2: Presentation with Questions

The presentation and questioning must last for 60 minutes (+10%). The presentation will typically last for 20 minutes, and the questioning will typically last for 40 minutes.

The apprentice will deliver their prepared presentation to an Independent Assessor. The assessor will ask a minimum of 6 questions about their project, written project report and presentation. The presentation should cover the following:

- An analysis of the internal and external factors that impacted the choice of project
- A critical evaluation of the project activity justifying the reason for the project
- Detail of the impact the project has had since it was completed

## PROJECT REPORT & PRESENTATION TOPICS

Apprentices are required to complete a Written Project Report on a project that you and undertaken and completed on programme and pre-Gateway. The project itself is not part of the EPA. Examples of the types of projects that could be used for the Written Project Report are:

- Introduction of a new process, service, or product to the operational area.
- Identification and implementation of a change plan to improve efficiency or direct saving (e.g. percentage decrease in direct costs, reduction in headcount).
- Implementation of a performance improvement plan for the operational area, that required significant collaboration with wider stakeholders.
- Evaluation of an internal communications project that involved communicating change to different stakeholders.

Any project that is chosen should be checked against the relevant KSBs to ensure suitability and this will be further checked by NQual on checking the summary document, submitted at Gateway.

### Written Project Report Guidance

Your proposal should include the following to ensure it covers the full breadth of knowledge, skills and behaviours outlined in the assessment plan:

- 1 An executive summary
- 2 An introduction
- 3 The scope of the business need of the project (including key performance indicators, aims and objectives)
- 4 Research and analysis outcomes
- 5 Project outcomes - did it deliver the benefits included? was it completed to time and cost?

- 6 Discussion of Findings
- 7 Recommendations and conclusions
- 8 References - From external resources
- 9 Appendix containing mapping of KSBs to the report

The Written Project Report must have a word count of 4,000 words. A tolerance of 10% above or below is allowed at the apprentice's discretion. Appendices, references, and diagrams are not included in this total. The apprentice must produce and include a mapping in an appendix, showing how the report evidences the KSBs mapped to this assessment method.

### Presentation Guidance

The presentation should cover:

- 1 An analysis of the internal and external factors that impacted the choice of project
- 2 A critical evaluation of the project activity justifying the reason for the project
- 3 Detail of the impact the project has had since it was completed



## END-POINT ASSESSMENT METHODS TABLE

The below highlights criteria that will be covered in each assessment component. Please review these details as it will provide guidance on what will be covered in each assessment component.

Learning Outcomes	What is Required	Professional Discussion Underpinned by a Portfolio of Evidence	Written Project Report with Presentation & Questions
<b>Knowledge</b>			
K1	Presentation skills and methods		✓
K2	Relevant regulation and legislation requirements, and their impact on their team, the individual, their role, and the organisation.	✓	
K3	Legislation and organisational policies relating to equity, diversity and inclusion in the workplace and their impact on the organisation and stakeholders.	✓	
K4	Approaches to people management, for example recruitment, performance management, reward, and talent management and resource planning.	✓	
K5	IT and software tools used to support the current and future needs of the organisation, including advances in technology.		✓
K6	Methods for researching, analysing, interpreting, and evaluating data to inform judgements and enable decision-making.		✓
K7	Financial management techniques and implications of decisions for budgets.		✓
K8	How to identify and manage organisational improvement opportunities.		✓
K9	Project management tools and techniques.		✓
K10	Methods used to identify, manage, and prioritise stakeholder relationships.		✓
K11	The current and future needs of the sector and the impact on their organisation.		✓
K12	Problem solving and decision-making techniques.		✓

K13	Influencing and negotiation models and techniques.		✓
K14	Conflict resolution and mediation processes.	✓	
K15	Communication techniques and approaches.		✓
K16	Ethics and values-based leadership theories and principles, for example employee wellbeing.	✓	
K17	Change management concepts and methods for implementing change within the organisation.		✓
K18	Leadership and management tools and techniques.	✓	
K19	The sector in which the organisation operates and its impact on their role.	✓	
K20	The continuous development requirements and learning needs of their team.	✓	
K21	Business continuity principles, including risk assessment, contingency planning, and disaster recovery.	✓	
K22	Organisational policies and procedures, for example health and safety.	✓	
K23	Responsible organisation policies and practices covering social, environmental, and economic factors, including sustainability.	✓	
K24	Coaching and mentoring techniques.	✓	
K25	The strategic direction of the organisation and the impact on operational plans.	✓	
<b>Skill</b>			
S1	Communicate and present information to stakeholders using different types of media.		✓
S2	Identify problems and provide solutions.		✓
S3	Manage and set goals and accountabilities for individuals and teams.	✓	
S4	Analyse performance data for individuals and teams to identify areas for improvement.	✓	

S5	Manage and influence project activity to deliver within budget and resource requirements.		✓
S6	Lead and influence the team and individuals to support an inclusive culture of equity, diversity, and the promotion of well-being.	✓	
S7	Motivate team members and individuals through collaborative activities, for example one-to-one coaching and team meetings, to achieve organisational goals.	✓	
S8	Use digital tools to analyse information and monitor performance and budgets to drive the implementation and delivery of plans and projects.		✓
S9	Research, interpret and analyse information to inform the implementation of business plans or projects.		✓
S10	Evaluate the impact of outcomes from organisational plans or projects to drive the decision-making process.		✓
S11	Interpret and implement the practical application of regulation, legislation, and organisational policies for stakeholders.	✓	
S12	Manage continuous improvement and change for their team and organisation.		✓
S13	Analyse and prioritise organisation activities in response to the operating environment.	✓	
S14	Implement business continuity plans, including risk assessment, contingency planning, and disaster recovery, to ensure the uninterrupted operation of critical Functions.	✓	
S15	Identify and respond to external factors that may influence the future landscape and evaluate their impact on the organisation.		✓
S16	Influence and negotiate with stakeholders to shape and agree goals and outcomes.		✓
S17	Manage relationships across multiple and diverse stakeholders.	✓	
S18	Deliver sustainable services and solutions which allow the organisation to respond to changes in social, economic, and environmental factors.	✓	

S19	Manage and Facilitate learning and continuous professional development for their team.	✓	
S20	Coach and mentor individuals within their team.	✓	
S21	Develop and implement operational plans that align with the strategic direction of the organisation.	✓	
<b>Behaviour</b>			
B1	Acts professionally, ethically and with integrity.	✓	
B2	Supports an inclusive culture, treating colleagues and stakeholders fairly and with respect.		✓
B3	Takes accountability and ownership of their own and the team's tasks and workload.		✓
B4	Seeks learning opportunities and continuous professional development for self and the wider team.	✓	
B5	Works flexibly and adapts to circumstances.		✓
B6	Works collaboratively with others across the organisation and stakeholders.		✓

## GRADING

Grades allocated for each component will be Fail, Pass and Distinction. To achieve a Pass grade, the apprentice must gain a minimum of a Pass in both components of the End-Point Assessment. To achieve an overall Distinction grade, the apprentice must achieve a Distinction in both assessment methods.

Grading results will be communicated to you within 10 working days of completion of the final component.

The final grade will be decided on the following combinations:

Assessment Method 1: Professional Discussion Underpinned by a Portfolio of Evidence	Assessment Method 2: Written Project Report with Presentation & Questions	Overall grading
Fail	Any Grade	Fail
Any Grade	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Pass
Distinction	Distinction	Distinction

### Re-sit / Re-take

If an apprentice fails one or more component part, they will be offered the opportunity to re-sit / re-take the component(s). It is then up to the apprentice’s employer how many attempts an apprentice is given.

The timescale for a re-sit typically takes 2 months and a re-take 3 months (dependent on how much re-training is required). All assessment methods must be taken within a 6-month period, otherwise the entire EPA will need to be re-sat / re-taken.

Where any assessment method must be re-sat or re-taken, the apprentice will be awarded a maximum EPA grade of pass. Re-sits and re-takes are not offered to an apprentice wishing to move from a Pass to a higher grade.



The Pass and Distinction descriptors can be found in the tables below separated into Professional Discussion Underpinned by a Portfolio of Evidence and Written Project Report with Presentation and Questions.

### Grading Descriptors for the Professional Discussion Underpinned by a Portfolio of Evidence

KSBs	Pass Descriptors	Distinction Descriptors	Guidance Notes
<p><b>Managing and Leading a Team</b>                      K4 K14 K16 K18 K20 K24                      S3 S4 S7 S19 S20                      B1 B4</p>	<p>Analyses performance data for individuals and teams to identify areas for improvement, continuous development requirements and learning needs. (K20, S4)</p> <p>Proactively seeks, manages, and facilitates learning opportunities and continuous professional development for themselves and their wider team. (S19, B4)</p> <p>Evaluates how their use of leadership and management tools and techniques helps them to lead and manage a team ethically, set goals and accountabilities, and mediate and resolve any conflicts. (K14, K16, K18, S3, B1)</p> <p>Outlines the people management techniques and collaborative activities they use to coach, mentor, and motivate individuals in their team to achieve organisational goals. (K4, K24, S7, S20)</p>	<p>Critically evaluates their people management approach to motivating team members and individuals. (K4, S7)</p> <p>Evaluates the impact coaching and mentoring techniques have on individuals in their team. (K24, S20)</p>	<p><b>Pass</b></p> <p>More than one type of performance data is analysed to inform individual development as well as team improvements, such as resource planning and talent management.</p> <p>You must show how you support the team with development, seeking out opportunities for them and yourself.</p> <p>You must show knowledge of tools and techniques used for conflict resolution, mediation, coaching and mentoring (along with wider relevant leadership and management tools and techniques). Evaluation of how you use these tools and techniques in line with ethics and values-based leadership theory/ principles.</p> <p><b>Distinction</b></p> <p>Evidence of a thorough evaluation of your own approach to motivating the team, including development areas and successes.</p> <p>An evaluation of coaching and mentoring techniques and the effect they have had on your own team. Understanding of being flexible to adapt own approach.</p>

			<p>Portfolio evidence may include, but is not limited to:</p> <p>Witness testimonies/ Feedback on Factual outcomes; data analysis of performance; resources used to lead and manage the team (For example a mentoring plan); example of a PDP.</p>
<p><b>Organisational Governance</b> K2 K3 K22 S6 S11</p>	<p>Applies organisational policies and procedures, and relevant regulatory and legislative requirements while considering their impact on the team, the individual, their role, and the organisation, and interprets and communicates the practical implications of these for stakeholders. (K2, K22, S11)</p> <p>Proactively applies organisational policies and legislative guidelines to lead and influence the team and individuals to support an inclusive culture of equity, diversity, and the promotion of well-being. (K3, S6)</p>	<p>Evaluates their approach to supporting, delivering, and promoting equity, diversity, inclusion, and well-being in terms of impact on the workplace. (K3, S6)</p>	<p><b>Pass</b></p> <p>You will need to show knowledge of laws and regulations that are relevant to your place of work and give examples of how they impact your operational role. You will provide examples of how you apply governance in such a way that supports and influences an inclusive culture.</p> <p><b>Distinction</b></p> <p>You will need to evaluate your own approach in this area, including a well-rounded view with evidenced examples.</p> <p>Portfolio evidence may include:</p> <p>Examples of policies: work product showing how the team have been supported; witness testimonies.</p>
<p><b>Operational Planning</b> K19 K21 K23 K25 S13 S14 S18 S21</p>	<p>Analyses and prioritises organisational activities in response to the operating environment and the impact this has on their role. (K19, S13)</p>	<p>Evaluates the extent to which business continuity principles they apply have ensured the uninterrupted operation of critical functions. (K21, S14)</p>	<p><b>Pass</b></p> <p>Examples of the current operating environment of your sector along with how that informs your planning.</p>

	<p>Justifies the business continuity principles they apply to ensure the uninterrupted operation of critical functions. (K21, S14)</p> <p>Explains how organisation policies and practices were followed to deliver sustainable services and solutions which enable the organisation to respond to changes in social, economic, and environmental factors. (K23, S18)</p> <p>Evaluates the degree to which operational plans they have developed and implemented align with the strategic direction of the organisation. (K25, S21)</p>	<p>Evaluates the extent to which organisation policies and practices followed to deliver sustainable services and solutions enabled the organisation to respond to changes in social, economic, and environmental factors. (K23, S18)</p>	<p>Examples of economic, social, and environmental factors and the business solutions that you deliver in response.</p> <p>Knowledge of business continuity principles, including risk assessment, contingency planning, and disaster recovery, with examples of how they are applied to ensure that business-critical functions can continue.</p> <p>You will need to evaluate how your approach aligns with the strategy set by your organisation, giving examples of what that includes and what operational plans you have put in place to support it.</p> <p><b>Distinction</b></p> <p>Further to your justification for K21/ S14, you evaluate, with examples how successful the business continuity measures you applied, have been.</p> <p>At a wider organisational level, you will evaluate the responses to change.</p> <p>Portfolio evidence may include:</p> <p>Detail of organisational strategy; examples of operational plans; PESTLE analysis; work product evidence of risk assessments (for example).</p>
<p><b>Stakeholder Relationships</b></p> <p>S17</p> <p>B2</p>	<p>Explains how they manage relationships across multiple and diverse stakeholders, ensuring they are treated fairly, inclusively and with respect. (S17, B2)</p>	<p>Evaluates the impact of their approach to managing stakeholder relationships and recommends improvements. (S17, B2)</p>	<p><b>Pass</b></p> <p>Example will need to include 3 or more different types of stakeholder relevant to you, along with approaches taken to positive relationship management.</p>

			<p><b>Distinction</b></p> <p>An evaluation of your own approach, with ideas on how to improve your own approach.</p> <p>Portfolio evidence may include:</p> <p>Relevant organisational values or policies; stakeholder feedback; relevant communications; development plans.</p>
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**Grading Descriptors for the Written Project Proposal with Presentation & Questions**

KSBs	Pass Descriptors	Distinction Descriptors	Guidance Notes
<p><b>Project Scope and Planning</b> K6 K8 K10 K11 K17 S2 S15 S16</p>	<p>Explains how they identify problems and use methods for researching, analysing interpreting, and evaluating data to inform judgements and provide solutions. (K6, S2)</p> <p>Explains how they manage and prioritise stakeholder relationships and influence and negotiate with stakeholders to shape and agree goals and outcomes when identifying and managing organisational improvement opportunities. (K8, K10, S16)</p> <p>Describes the change management concepts and the methods they use to implement change within their organisation in line with the project brief. (K17)</p>	<p>Evaluates the impact of their approach to influencing and negotiating with stakeholders to shape and agree goals and outcomes when identifying and managing organisational improvement opportunities. (K8, S16)</p> <p>Critically analyses the current and future needs of the organisation. (K11)</p>	<p><b>Pass</b></p> <p>Methods of research, analysis and evaluation of data can be relevant to the nature of the project but must have scope to show a thorough approach.</p> <p>Knowledge of methods for managing stakeholders are required and may include a stakeholder analysis, communication approaches and prioritisation techniques.</p> <p>Organisational improvement opportunities should be evidenced as factual.</p> <p>Influencing and negotiating skills may be underpinned by theory, although this is not a</p>

	<p>Explains how they identify the current and future needs of the sector and respond to any external factors that may influence the future landscape and evaluates their impact on the organisation. (K11, S15)</p>		<p>requirement. The focus is on effective influence and negotiation with examples of positive outcomes towards set goals.</p> <p>Relevant change management concepts may include, but are not limited to Kotter, Lewin, and Kubler-Ross.</p> <p><b>Distinction</b></p> <p>A factual analysis of the organisation's needs, based on external factors and the organisation's current situation.</p>
<p><b>Project Implementation</b> K5 K7 K9 K12 K13 S5 S8 S9 S12 B3 B5 B6</p>	<p>Explains how they use IT and software tools to support the needs of the organisation, including advances in technology, and use digital tools to analyse information and monitor performance and budgets to drive the implementation and delivery of plans and projects (K5, S8)</p> <p>Explains how they apply project and financial management tools and techniques to manage and deliver projects within budget and resource requirements, taking accountability and ownership of their own and the team's tasks and workload. (K7, K9, S5, B3)</p> <p>Outlines the problem solving, decision making, influencing, and negotiating models and techniques they used in the project. (K12, K13)</p> <p>Explains how they work collaboratively with others to research, interpret, and analyse information which informs the implementation of business plans or projects. (S9, B6)</p>	<p>Evaluates their approach to managing continuous improvement and change within the project. (S12)</p> <p>Evaluates the impact of the project and financial management techniques they have used to deliver projects within resource requirements, suggesting improvements to facilitate the success of future projects. (K7, K9, S5)</p>	<p><b>Pass</b></p> <p>A range of underpinning theories, models and techniques are required to be evidenced in this component, including:</p> <p>Financial management techniques may be chosen to suit, but may include; cash flow analysis, budgeting techniques.</p> <p>Project management tools and techniques could include Gantt Charts; Risk analysis, Eisenhower matrix, Cost-benefit analysis. You must evidence how you have applied your chosen approaches.</p> <p>Problem-solving and decision-making techniques may include theory or appropriate techniques.</p> <p>Influencing and negotiation models and techniques may include: Kilman model/ win-win style, communication approaches, utilising emotional intelligence, strategy alignment.</p>



	<p>Explains how they work flexibly and adapt to change when managing continuous improvement and change for their team and organisation. (S12, B5)</p>		<p><b>Distinction</b></p> <p>Evaluation is given on own approach to the project, reflecting accurately through examples.</p> <p>An evaluation of the impact of the project to include the approach to financial management, concluding in what you would do differently for future projects to be successful.</p>
<p><b>Evaluation and Recommendations</b></p> <p>K1 K15</p> <p>S1 S10</p>	<p>Selects and applies different communication techniques and methods to present information to stakeholders. (K1, K15, S1)</p> <p>Evaluates the impact of outcomes from organisational plans or projects to drive the decision-making process. (S10)</p>		<p><b>Pass</b></p> <p>More than one effective communication technique, with reasoning why they were used.</p> <p>You will need to assess the results/ outcomes of the project to see how well it has performed and use this information to make better decisions going forward.</p>

## MOCK PROFESSIONAL DISCUSSION

It is the responsibility of the employer and training provider to complete Mock Professional Discussions with apprentices and it is the responsibility of the apprentice to ensure that they have practised answering questions for the End-Point Assessment.

Professional Discussion materials will be given to the training providers when registering learners with NQual.

A Mock Professional Discussion should take 60 minutes.

The logo consists of a solid lime green circle containing the lowercase text "nqual." in a dark teal, sans-serif font.

nqual.

The background features a dark teal, wavy shape that resembles a mountain range or a stylized 'N' shape, positioned in the lower half of the page. In the bottom left corner, there is a lime green shape with rounded corners, partially overlapping the dark teal area.

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