

# EPA STANDARD SPECIFICATION



**Level 3 Business Administrator**  
**ST0070**  
**Version 1.1 – June 2024**

Version and date	Change detail	Section / page reference
<b>V1.0 January 2024</b>	Document created	
	Clarification around scheduling the assessments, to cater for the requirement for the knowledge test to be passed before progressing to the other assessment methods.	Section 4 Page 12
<b>V1.1 June 2024</b>	Removal of the following sentence from V1.0 of the Gateway Qualifications specification, as a resit maximum grade of a pass is not stated within the Business Administrator Assessment Plan version AP03: <i>“Where any assessment method has to be resat or retaken, the apprentice will be awarded a maximum EPA grade of pass, unless Gateway Qualifications determines there are exceptional circumstances requiring a resit or retake.”</i>	Section 2.3 Page 6

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## 1. Qualification information

### 1.1 About this standard specification

This End-point Assessment (EPA) specification sets out what is required to complete the EPA in Business Administrator. The document contains information regarding the planning and delivery of the EPA process and is intended for use by all parties involved in the process.

EPA is an independent assessment of the knowledge, skills and behaviours (KSBs) that have been learnt throughout an apprenticeship.

This document should be used in conjunction with the published assessment plan on the Institute for Apprenticeships and Technical Education (IfATE) website and the EPA Support Pack provided by Gateway Qualifications for this standard.

Gateway Qualifications is a nationally regulated Awarding Organisation that supports education and training providers through its strong relationships, adaptability and expert team.

Key information	
Standard name	Business Administrator
Standard reference number	ST0070
Assessment plan version	AP03
Level	3
Ofqual QN	610/3719/9
Sector	Business and Administration
Minimum time on-programme with the provider	366
EPA duration	Up to 3 months
EPA methods	<ul style="list-style-type: none"> <li>• Knowledge test</li> <li>• Project presentation</li> <li>• Portfolio-based interview</li> </ul>
Overall grade	Fail, Pass, Distinction
EQA organisation	Ofqual
Gateway qualification requirements	Level 2 English and Maths

## 1.2 Purpose

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The overall purpose of the EPA is to ensure that the apprentice has met the required level of knowledge, skills and behaviours set by employers and approved by the Institute for Apprenticeships and Technical Education (IfATE).

## 2. EPA journey

### 2.1 On-programme requirements

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Full time apprentices will typically spend 12-18 months on-programme (before the EPA Gateway meeting) working towards the occupational standard, with a minimum of 20% off-the-job training.

All apprentices must spend a minimum of 12 months on-programme. In all cases this will be no less than 366 days but may be longer. This will be checked by the provider before the apprentice is submitted for EPA Gateway.

Learning progress should be supported by regular 1-to-1s between the apprentice and the employer.

These sessions should:

- set learning goals
- track apprentice progress
- create a forum for coaching and guidance
- co-ordinate 20% of apprentice time being spent in off-the-job training.

It is recommended that the provider should periodically make contact with the employer; typically for 15-30 minutes every 6 weeks, depending on requirements of the employer and the apprentice.

Any gaps should be identified that may prevent the apprentice meeting the learning outcomes of the apprenticeship. For example, the training provider and employer can discuss types of work and responsibilities of the apprentice to assess whether this is suitable in meeting the Standard.

The provider should support with tutorials and appropriate resources.

### 2.2 EPA Gateway

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The employer makes the final decision to progress the apprentice to EPA, by reviewing the Portfolio of Learning and performance of the apprentice in meeting the Standard.

The employer will confirm whether digital skills have been shown and the apprentice is recognised for on-the-job IT skills. If the employer feels that the apprentice has met the learning outcomes, and is competent in the apprenticeship role, they should progress the apprentice to EPA.

The employer must confirm that the apprentice is ready to complete the EPA before they can pass through the EPA Gateway, and this will be confirmed at the EPA Gateway meeting and documented on EPA Pro. This notifies Gateway Qualifications that the apprentice is ready for their EPA and the EPA Planning Meeting needs to be organised.

Before the apprentice can enter the EPA Gateway process, the following evidence is required:

- EPA Gateway Meeting Record
- Achievement of Level 2 English and Maths
- Reasonable Adjustments/Special Consideration Request Form where relevant

Apprentices will not be accepted at EPA Gateway if the evidence required is not sufficiently met.

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

Before the apprentice enters the EPA Gateway, they should be comfortable with the assessments they will complete and ready to demonstrate they can achieve the standard of the apprenticeship.

## 2.3 EPA Planning Meeting

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Gateway Qualifications will schedule the EPA Planning Meeting with the apprentice and the employer. The meeting will take place once the EPA Gateway evidence has been accepted and the apprentice has entered the end-point assessment phase of the apprenticeship.

The purpose of the EPA Planning Meeting is to:

- schedule each assessment activity
- identify the requirements of each EPA assessment method
- facilitate the employer's understanding of the EPA process
- answer any questions or concerns the apprentice may have about the EPA process
- aid in the preparation requirements, e.g., arranging access, facilities, and resources
- discuss feedback post EPA
- explain certification upon completion of the apprenticeship
- explain the appeals process

When scheduling the assessment activities, a period of 15 working days will be allocated between the knowledge test and the next assessment, to provide sufficient time for a knowledge test resit should it be required. This is due to the requirement for the knowledge test to be passed before progressing to the interview and presentation.

## 2.4 Assessment overview

The assessment methods for Business Administrator EPA consist of the following:

1. Knowledge test
2. Portfolio-based interview
3. Project presentation

The knowledge test must be passed before the other assessments can be taken.

## 2.5 Assessment method 1 - Knowledge test

Assessment requirements	
<b>Mode of assessment</b>	Online test sat under controlled conditions, invigilated and marked by Gateway Qualifications
<b>Duration</b>	60 minutes
<b>Number of questions</b>	50
<b>Grading</b>	Fail/Pass/Distinction
<b>Pass mark</b>	Fail: score of 0-29 Pass: score of 30-39 (60%) Distinction: score of 40-50 (80%)
<b>Assessed by</b>	Independent End-Point Assessor (IEPA)
<b>Assessment method weighting</b>	All assessment methods are equally weighted

The knowledge test will be the first assessment method to be taken as it must be passed before the other assessment methods can be taken.

The knowledge test is an online multiple-choice test that covers the knowledge elements of the standard. It reflects different scenarios and situations that are covered within the standard. A breakdown of the knowledge criteria within the standard can be found within the Additional Guidance section of this specification.

The test focuses predominantly on non-organisation-specific knowledge listed in the standard including relevant regulations and laws, business fundamentals and project management principles.

The knowledge test will be completed online and will be invigilated under exam conditions.

## 2.6 Assessment method 2 - Portfolio-based interview

Assessment requirements	
<b>Mode of assessment</b>	Interview - based on portfolio of learning
<b>Duration</b>	30-45 minutes
<b>Grading</b>	Fail/Pass/Distinction
<b>Assessed by</b>	Independent End-Point Assessor (IEPA)
<b>Assessment method weighting</b>	All assessment methods are equally weighted

The interview is structured around the portfolio of learning. The portfolio should provide at least one piece of evidence for each of the minimum KSBs.

The interview assesses understanding and learning shown in the portfolio; it assesses:

- understanding of the portfolio to validate the apprentice's competence
- the apprentice's self-reflection of performance, providing evidence of their knowledge and how skills and behaviours have been applied
- the apprentice's judgement and understanding by explaining appropriate examples

Evidence for the portfolio of learning is gathered on-programme, and the employer should facilitate this through relevant tasks and support, as outlined in the Additional Guidance section. The provider should provide support where needed. The employer and provider should review the portfolio with the apprentice and make a judgement on whether they should enter the EPA Gateway.

A completed portfolio of learning must be submitted to Gateway Qualifications a month prior to the interview. Gateway Qualifications recommends the provider to submit the apprentice's portfolio of learning at the EPA Gateway stage. The dates and the method of submission will be agreed during the EPA Planning Meeting.

The portfolio of evidence is not directly assessed. It underpins the interview assessment method and therefore will not be assessed by Gateway Qualifications.

Further requirements for the portfolio of learning are set out in the EPA Support Pack.



## 2.7 Assessment method 3 - Project Presentation

Assessment requirements	
<b>Mode of assessment</b>	The project upon which the project presentation is based is submitted to Gateway Qualifications  Project Presentation and Q&A
<b>Duration</b>	10-15 minutes for the presentation and 10-15 minutes for the Q&A session
<b>Grading</b>	Fail/Pass/Distinction
<b>Assessed by</b>	Independent End-Point Assessor (IEPA)

The apprentice delivers a presentation to the IEPA on a project they have completed or a process they have improved. The presentation will be followed by a question-and-answer session.

The project is completed from month nine of the apprenticeship and should be completed prior to the EPA Gateway meeting. Gateway Qualifications recommends that the provider submits the apprentice's project at the EPA Gateway stage. Once the project has been submitted, the IEPA will provide a question for the apprentice to answer in the presentation at least seven working days prior to the presentation date.

For example:

- How have you improved a process or operating practice?
- What were the steps you took to implement the project?
- What worked well and how would you improve the results in the future?

The presentation should summarise the aims and outcomes and responsibilities of the project and the KSBs shown. The presentation should demonstrate how the apprentice approached a task and the skills shown in doing so, building towards how they would improve the results in the future.

The presentation must focus on the skills required to complete a project or process improvement include planning and organisation, project management, demonstrating quality standards and decision making in prioritising areas of focus. Evidencing these skills in the presentation is coupled with effective communication in delivery.

The presentation should be produced using Microsoft Office PowerPoint or Prezi, demonstrating at least a minimum level of IT skills.

Further requirements:

- the project is completed from month nine of the apprenticeship and should be completed prior to the EPA Gateway Meeting being triggered
- a project or process improvement should account for 21-35 working hours, over the course of the apprenticeship
- it must be work-based, incorporating scoping, planning, managing, communicating to stakeholders, and monitoring and reporting results
- the apprentice chooses the project/process improvement with the guidance of the employer and training provider
- the apprentice should aim to deliver the full presentation within the time limit

## 2.8 Grading requirements

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The Business Administrator apprenticeship standard is graded fail, pass or distinction, with the final grade based on the apprentice's combined performance in each of the assessment methods.

To achieve a pass overall, the apprentice must achieve a pass in all assessment methods by meeting all the pass descriptors. To achieve a distinction overall, the apprentice must achieve a distinction in all assessment methods by meeting all the distinction descriptors.

The knowledge test must be passed first, before the other assessment methods can be taken and therefore it will be the first assessment method to be taken.

Failure of any component of the EPA will result in an overall failure of EPA and the apprenticeship.

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 - Knowledge test	Assessment method 2 - Portfolio -based interview	Assessment method 3 – Project presentation	Overall grade
A fail grade in any assessment method			Fail
Pass	Pass	Pass	Pass
Pass	Pass	Distinction	Pass
Pass	Distinction	Pass	Pass
Distinction	Pass	Pass	Pass
Pass	Distinction	Distinction	Pass
Distinction	Pass	Distinction	Pass
Distinction	Distinction	Pass	Pass
Distinction	Distinction	Distinction	Distinction

### 3. Results notification and enquiries about results

Gateway Qualifications will send the statement of results notification to the apprentice, employer and provider by email. Results notification will take place once all assessments have been completed. The statement of results will detail the grade for each assessment method and the overall grade of the apprenticeship.

Results will be available for employers and providers on EPA Pro.

For a pass/distinction grade, an internal record of achievement is shared with the apprentices and employers. This is not the official apprenticeship certificate.

For a fail grade, the results notification will include details regarding the next steps.

Where an apprentice is not satisfied with the results of their EPA, the employer, apprentice or provider can enquire about the results.

Should an apprentice, employer or provider wish to submit a formal appeal about an assessment decision, please refer to Gateway Qualifications Appeals Policy and procedure.

## 4. Resits and retakes

The Knowledge Test must be passed before the other assessments take place.

If the apprentice fails an assessment component, they will be offered a resit or retake for any failed assessment only. A retake requires further learning, whereas a resit does not.

Apprentices should have a supportive action plan in place to prepare for the resit or retake. The apprentice's employer will need to agree that either a resit or a retake is an appropriate course of action.

Any assessment method resat or retaken must be taken within three months of the fail notification, otherwise the entire EPA must be taken again, unless in the opinion of Gateway Qualifications exceptional circumstances apply outside the control of the apprentice or their employer.

Resits and retakes are not offered to apprentices wishing to move from pass to distinction.

## 5. Access Arrangements, Reasonable Adjustments and Special Considerations

Gateway Qualifications understands its requirement as an Awarding Organisation to make access arrangements and reasonable adjustments for learners with a disability (in accordance with the Equality Act 2010) in order that they are not at a substantial disadvantage in comparison to someone who does not have a disability. Further information is provided in the Gateway Qualifications' [Reasonable Adjustment and Special Consideration Policy](#).

A reasonable adjustment is unique to an individual and should reflect their normal way of working.

Apprentices should be fully involved in any decisions about adjustments/adaptations.

The Gateway Qualifications' [Reasonable Adjustments Form](#) must be completed and submitted to apply for approval. Applications for reasonable adjustments should ideally be submitted to Gateway Qualifications when the learner is register but no later than EPA Gateway submission.

### Special Considerations

A special consideration is consideration to be given to a learner who has temporarily experienced an illness or injury, or some other event outside of the learner's control, which has had, or is reasonably likely to have materially affected the learner's ability to: (a) take an assessment, or (b) demonstrate his or her level of attainment in an assessment." (From Ofqual, General Conditions of Recognition)

Apprentices and Employers should always aim to reschedule an assessment in the first instance. Applying a special consideration should be a last resort and must not compromise the integrity of an assessment or the reliability and validity of its outcome.

The Gateway Qualifications' [Special Consideration Request Form](#) must be completed and submitted for approval. Requests for special considerations should be submitted no later than ten working days before the assessment or as soon as possible after the assessment but no later than five working days after the assessment.

## Appendix 1 – KSBs from the Assessment Plan

### Assessment method 1: Knowledge Test

Knowledge	What the apprentice must know
The organisation	Understands organisational purpose, activities, aims, values, vision for the future, resources and the way that the political/economic environment affects the organisation.
Stakeholders	Has a practical knowledge of managing stakeholders and their differing relationships to an organisation. This includes internal and external customers, clients and/or suppliers. Liaises with internal/external customers, suppliers or stakeholders from inside or outside the UK. Engages and fosters relationships with suppliers and partner organisations.
Relevant regulation	Understands laws and regulations that apply to their role including data protection, health & safety, compliance etc. Supports the company in applying the regulations.
Business fundamentals	Understands the applicability of business principals such as managing change, business finances and project management.
External environment factors	Understands relevant external factors e.g. market forces, policy & regulatory changes, supply chain etc. and the wider business impact). Where necessary understands the international/global market in which the employing organisation is placed.

Skills	What the apprentice must know
Project management	Uses relevant project management principles and tools to scope, plan, monitor and report. Plans required resources to successfully deliver projects. Undertakes and leads projects as and when required.

## Assessment method 2: Portfolio-based interview

Knowledge	What the apprentice must know
The organisation	Understands organisational purpose, activities, aims, values, vision for the future, resources and the way that the political/economic environment affects the organisation.
Value of their skills	Knows organisational structure and demonstrates understanding of how their work benefits the organisation. Knows how they fit within their team and recognises how their skills can help them to progress their career.
Stakeholders	Has a practical knowledge of managing stakeholders and their differing relationships to an organisation. This includes internal and external customers, clients and/or suppliers. Liaises with internal/external customers, suppliers or stakeholders from inside or outside the UK. Engages and fosters relationships with suppliers and partner organisations.
Relevant regulation	Understands laws and regulations that apply to their role including data protection, health & safety, compliance etc. Supports the company in applying the regulations.
Policies	Understands the organisation's internal policies and key business policies relating to sector.
External environment factors	Understands relevant external factors e.g. market forces, policy & regulatory changes, supply chain etc. and the wider business impact). Where necessary understands the international/global market in which the employing organisation is placed.

Skills	What the apprentice must know
IT	Skilled in the use of multiple IT packages and systems relevant to the organisation in order to: write letters or emails, create proposals, perform financial processes, record and analyse data. Examples include MS Office or equivalent packages. Able to choose the most appropriate IT solution to suit the business problem. Able to update and review databases, record information and produce data analysis where required.
Record and document production	Produces accurate records and documents including: emails, letters, files, payments, reports and proposals. Makes recommendations for improvements and present solutions to management. Drafts correspondence, writes reports and able to review others' work. Maintains records and files, handles confidential information in compliance with the organisation's procedures. Coaches others in the processes required to complete these tasks.

Skills	What the apprentice must know
Interpersonal skills	Builds and maintains positive relationships within their own team and across the organisation. Demonstrates ability to influence and challenge appropriately. Becomes a role model to peers and team members, developing coaching skills as they gain area knowledge
Communications	Demonstrates good communication skills, whether face-to-face, on the telephone, in writing or on digital platforms. Uses the most appropriate channels to communicate effectively. Demonstrates agility and confidence in communications, carrying authority appropriately. Understands and applies social media solutions appropriately. Answers questions from inside and outside of the organisation, representing the organisation or department.
Quality	Completes tasks to a high standard. Demonstrates the necessary level of expertise required to complete tasks and applies themselves to continuously improve their work. Is able to review processes autonomously and make suggestions for improvements. Shares administrative best-practice across the organisation e.g. coaches others to perform tasks correctly. Applies problem-solving skills to resolve challenging or complex complaints and is a key point of contact for addressing issues.
Planning and organisation	Takes responsibility for initiating and completing tasks, manages priorities and time in order to successfully meet deadlines. Positively manages the expectations of colleagues at all levels and sets a positive example for others in the workplace. Makes suggestions for improvements to working practice, showing understanding of implications beyond the immediate environment (e.g. impact on clients, suppliers, other parts of the organisation). Manages resources e.g. equipment or facilities. Organises meetings and events, takes minutes during meetings and creates action logs as appropriate. Takes responsibility for logistics e.g. travel and accommodation.

Behaviours	What the apprentice must know
Professionalism	Behaves in a professional way. This includes: personal presentation, respect, respecting and encouraging diversity to cater for wider audiences, punctuality and attitude to colleagues, customers and key stakeholders. Adheres to the organisation's code of conduct for professional use of social media. Acts as a role model, contributing to team cohesion and productivity – representing the positive aspects of team culture and respectfully challenging inappropriate prevailing cultures.
Personal qualities	Shows exemplary qualities that are valued including integrity, reliability, self-motivation, being pro-active and a positive attitude. Motivates others where responsibility is shared.
Managing performance	Takes responsibility for their own work, accepts feedback in a positive way, uses initiative and shows resilience. Also takes responsibility for their own development, knows when to ask questions to complete a task and informs their line manager when a task is complete. Performs thorough self-assessments of their work and complies with the organisation's procedures.
Adaptability	Is able to accept and deal with changing priorities related to both their own work and to the organisation.
Responsibility	Demonstrates taking responsibility for team performance and quality of projects delivered. Takes a clear interest in seeing that projects are successfully completed and customer requests handled appropriately. Takes initiative to develop own and others' skills and behaviours.



### Assessment method 3: Project/improvement presentation

Knowledge	What the apprentice must know
Value of their skills	Knows organisational structure and demonstrates understanding of how their work benefits the organisation. Knows how they fit within their team and recognises how their skills can help them to progress their career.
Stakeholders	Has a practical knowledge of managing stakeholders and their differing relationships to an organisation. This includes internal and external customers, clients and/or suppliers. Liaises with internal/external customers, suppliers or stakeholders from inside or outside the UK. Engages and fosters relationships with suppliers and partner organisations.
Processes	Understands the organisation's processes, e.g. making payments or processing customer data. Is able to review processes autonomously and make suggestions for improvements. Applying a solutions-based approach to improve business processes and helping define procedures. Understands how to administer billing, process invoices and purchase orders.

Skills	What the apprentice must know
IT	Skilled in the use of multiple IT packages and systems relevant to the organisation in order to: write letters or emails, create proposals, perform financial processes, record and analyse data. Examples include MS Office or equivalent packages. Able to choose the most appropriate IT solution to suit the business problem. Able to update and review databases, record information and produce data analysis where required.
Decision making	Exercises proactivity and good judgement. Makes effective decisions based on sound reasoning and is able to deal with challenges in a mature way. Seeks advice of more experienced team members when appropriate.
Interpersonal skills	Builds and maintains positive relationships within their own team and across the organisation. Demonstrates ability to influence and challenge appropriately. Becomes a role model to peers and team members, developing coaching skills as they gain area knowledge.

Skills	What the apprentice must know
Communications	Demonstrates good communication skills, whether face-to-face, on the telephone, in writing or on digital platforms. Uses the most appropriate channels to communicate effectively. Demonstrates agility and confidence in communications, carrying authority appropriately. Understands and applies social media solutions appropriately. Answers questions from inside and outside of the organisation, representing the organisation or department.
Planning and organisation	Takes responsibility for initiating and completing tasks, manages priorities and time in order to successfully meet deadlines. Positively manages the expectations of colleagues at all levels and sets a positive example for others in the workplace. Makes suggestions for improvements to working practice, showing understanding of implications beyond the immediate environment (e.g. impact on clients, suppliers, other parts of the organisation). Manages resources e.g. equipment or facilities. Organises meetings and events, takes minutes during meetings and creates action logs as appropriate. Takes responsibility for logistics e.g. travel and accommodation.
Project management	Uses relevant project management principles and tools to scope, plan, monitor and report. Plans required resources to successfully deliver projects. Undertakes and leads projects as and when required.

Behaviours	What the apprentice must know
Personal qualities	Shows exemplary qualities that are valued including integrity, reliability, self-motivation, being pro-active and a positive attitude. Motivates others where responsibility is shared.
Managing performance	Takes responsibility for their own work, accepts feedback in a positive way, uses initiative and shows resilience. Also takes responsibility for their own development, knows when to ask questions to complete a task and informs their line manager when a task is complete. Performs thorough self-assessments of their work and complies with the organisation's procedures.
Adaptability	Is able to accept and deal with changing priorities related to both their own work and to the organisation.
Responsibility	Demonstrates taking responsibility for team performance and quality of projects delivered. Takes a clear interest in seeing that projects are successfully completed and customer requests handled appropriately. Takes initiative to develop own and others' skills and behaviours.

## Appendix 2 Grade descriptors

Knowledge, Skills and Behaviours assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
<b>Skills</b>			
IT	<ul style="list-style-type: none"> <li>• Has not demonstrated they can use IT packages.</li> <li>• Unable to provide quality examples of when they have used IT packages without mistakes</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates they can use IT packages, specifically to write letters or emails, and to record and analyse information.</li> <li>• Able to perform tasks relevant to their role using IT packages without supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently demonstrates they can use IT packages and can provide varied, quality examples.</li> <li>• Able to perform tasks relevant to their role using IT packages and can coach others in using IT.</li> </ul>
Record and document production	<ul style="list-style-type: none"> <li>• Frequent mistakes in written documentation, requiring regular correction.</li> <li>• Zero or very few workable recommendations are made.</li> <li>• Communications not kept confidential.</li> </ul>	<ul style="list-style-type: none"> <li>• Records are accurate, rarely require correction and are treated confidentially</li> <li>• Recommendations and solutions only need minor improvements.</li> <li>• Supports others in producing documents and can provide examples.</li> </ul>	<ul style="list-style-type: none"> <li>• Records are consistently accurate and confidential.</li> <li>• Recommendations are insightful, clearly recorded and results in a clear benefit to the organisation.</li> <li>• Offers to coach others and good performance is recorded in feedback.</li> </ul>

Knowledge, Skills and Behaviours assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
Decision making	<ul style="list-style-type: none"> <li>• Frequently makes poor decisions and does not learn from mistakes.</li> <li>• Decision making is unreasoned.</li> <li>• Reacts unprofessionally to feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions are thought through, using a range of information to make a sound judgement.</li> <li>• Challenges appropriately and is polite when doing so.</li> <li>• Exercises sound judgement when asking for advice by choosing the appropriate time, manner and person.</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions are timely and consistently show good judgement.</li> <li>• Decisions are continuously made by thoughtfully considering different information and the risks of any action.</li> <li>• Decisions are fully evidenced and justifiable.</li> <li>• Consistently behaves and seeks advice in a mature way</li> </ul>
Interpersonal skills	<ul style="list-style-type: none"> <li>• Does not work effectively with others.</li> <li>• Does not exhibit role model behaviours.</li> <li>• Does not seek to develop coaching skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Works effectively with a range of people.</li> <li>• Influences and challenges peers when necessary.</li> <li>• Supports others in the organisation and demonstrates coaching skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Influences managers as well as peers.</li> <li>• Constructively challenges managers, as well as peers, when necessary.</li> <li>• Proactively offers to coach others and has had good performance recorded in feedback.</li> </ul>

Knowledge, Skills and Behaviours assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
Communications	<ul style="list-style-type: none"> <li>• Communication is unclear, either verbally or in writing.</li> <li>• Chooses ineffective methods to communicate, e.g. social media for sensitive work- related information.</li> <li>• Regularly leaves queries unresolved.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates they can communicate clearly, in both written and verbal communication.</li> <li>• Shows flexibility to different situations.</li> <li>• Uses appropriate communication channels dependent on the subject matter.</li> <li>• Demonstrates ability to answer queries effectively from both inside and outside the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication is consistently clear, both written and verbally.</li> <li>• Champions an appropriate choice of communication channels.</li> <li>• Consistently answers queries from both inside and outside of the organisation in a confident way.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>• Consistently makes mistakes in work that require correction.</li> <li>• Fails to reflect on learning and share it with others.</li> <li>• Unable to work autonomously.</li> </ul>	<ul style="list-style-type: none"> <li>• Checks own work before submission and makes improvements.</li> <li>• Work is largely accurate and meets expectations.</li> <li>• Identifies areas for improvement and can justify why.</li> <li>• Promotes best practice examples of administration, such as accurate records.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes ownership for work and applies processes for checking work.</li> <li>• Work is consistently accurate and meets the agreed outcomes.</li> <li>• Recommends and implements process improvements.</li> <li>• Proactively offers to coach others in an area of work and communicates requirements for work.</li> </ul>

Knowledge, Skills and Behaviours assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
Planning and organisation	<ul style="list-style-type: none"> <li>• Does not plan work effectively.</li> <li>• Ineffective at managing expectations and unrealistic when setting timescales.</li> <li>• Does not demonstrate an awareness of the wider environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans work and achieves deadlines.</li> <li>• Shares areas to improve plans with others.</li> <li>• Effectively manages resources and meetings.</li> <li>• Takes responsibility for logistics and can provide examples.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes plans that efficiently maximise resources and personally ensures results are achieved.</li> <li>• Improves the management of resources e.g. identifies cost savings or process improvements.</li> <li>• Is proactive in taking responsibility for areas of logistics and has excellent examples to demonstrate this.</li> </ul>
Project management	<ul style="list-style-type: none"> <li>• Project management is not effective, e.g. lack of plans or unrealistic expectations and execution</li> <li>• Cannot demonstrate an understanding of project management tools and principles</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively plans and manages small projects.</li> <li>• Able to lead small projects when required.</li> <li>• Demonstrates some understanding of project management tools and principles.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans and manages a significant project and can describe what made it a success.</li> <li>• Demonstrates strong leadership skills when managing a project.</li> <li>• Understands and is able to apply a strong grasp of project management tools and principles.</li> </ul>

Knowledge, Skills and Behaviours assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
<b>Knowledge</b>			
The organisation	<ul style="list-style-type: none"> <li>Does not show any knowledge of the organisation's purpose, aims and ways of working.</li> <li>Cannot demonstrate an understanding of the political and economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>Shows a working knowledge of the organisations purpose, aims and ways of working, putting it in context of the local (or sector) environment.</li> <li>Provides some understanding of the political and economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>Shows a thorough understanding of the organisation's purpose, aims and way of working, putting it in context of the wider economy and political environment.</li> </ul>
Value of their skills	<ul style="list-style-type: none"> <li>Shows a limited understanding of the organisation.</li> <li>Cannot identify how their work contributes or how they fit within the team</li> </ul>	<ul style="list-style-type: none"> <li>Understands the structure of the organisation and how their work contributes.</li> <li>Identifies their role within the team and value of their skills</li> </ul>	<ul style="list-style-type: none"> <li>Understands the structure of the organisation and is able to discuss how different teams support each other.</li> <li>Understands the contribution their work makes and promotes its value.</li> <li>Identifies their role within the team and is able to compare their skills with others.</li> </ul>

Knowledge, Skills and Behaviours assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
Stakeholders	<ul style="list-style-type: none"> <li>Does not understand the principles of stakeholder management.</li> <li>Does not build good relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Understands how to manage stakeholders, e.g. clarifying and delivering on expectations</li> <li>Demonstrates they have worked with stakeholders to achieve results.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and follows the principles of stakeholder management.</li> <li>Goes beyond expectations to build constructive relationships with stakeholders.</li> </ul>
Relevant regulation	<ul style="list-style-type: none"> <li>Does not know the relevant laws and regulation for their job and has not followed them in the past.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates knowledge of relevant laws and regulation and consistently follows them.</li> </ul>	<ul style="list-style-type: none"> <li>Shows a thorough knowledge of relevant laws and regulations and consistently follows them.</li> <li>Champions adherence to relevant laws and regulation within the organisation.</li> </ul>
Policies	<ul style="list-style-type: none"> <li>Does not fully know or understand the organisation's internal policies.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and follows the organisation's internal policies.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and promotes the organisations internal policies.</li> </ul>



Knowledge, Skills and Behaviour assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
Business fundamentals	<ul style="list-style-type: none"> <li>Does not know the fundamentals of business, including finances, managing change and project management.</li> </ul>	<ul style="list-style-type: none"> <li>Knows the fundamentals of business, including finances, managing change and project management.</li> </ul>	<ul style="list-style-type: none"> <li>Knows the fundamentals of business, can relate them to their administrative occupation and show how they make an impact.</li> </ul>
Processes	<ul style="list-style-type: none"> <li>Does not understand the processes of the organisation and follows them inconsistently.</li> <li>Makes limited or impractical suggestions for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and consistently follows the organisation's processes.</li> <li>Makes suggestions for small improvements and supports on successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and follows organisational processes and promotes them adherence and improvements.</li> <li>Able to identify inefficiencies or ineffectiveness in a process and support on successful implementation.</li> </ul>
External environment factors	<ul style="list-style-type: none"> <li>Shows little understanding of how external factors affect the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the external factors affecting the organisation and how they relate to their role.</li> </ul>	<ul style="list-style-type: none"> <li>Shows a deep understanding of the external factors facing the organisation and how they relate to their role.</li> <li>Seeks additional information about how those factors are developing.</li> </ul>

Knowledge, Skills and Behaviour assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
<b>Behaviours</b>			
Professionalism	<ul style="list-style-type: none"> <li>• Does not behave in a professional way.</li> <li>• Has failed to be punctual on an ongoing basis and has shown a negative attitude towards colleagues.</li> <li>• Does not follow the standards of conduct required by the organisation.</li> <li>• Disrespectful to different backgrounds and does not challenge inappropriate prevailing cultures.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently behaves in a professional way, showing punctuality, respect for others and personal presentation.</li> <li>• Follows the standard of conduct required by the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Is a role model employee, showing professionalism in their conduct, punctuality, presentation and respect for others, irrespective of background; even in difficult circumstances.</li> <li>• Can be relied upon to represent the team and be an ambassador for the organisation.</li> </ul>
Personal qualities	<ul style="list-style-type: none"> <li>• Has not shown integrity, reliability, positivity and self-motivation.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly shows integrity, reliability, positivity and self-motivation.</li> </ul>	<ul style="list-style-type: none"> <li>• Always shows integrity, reliability, positivity and self-motivation and successfully encourages others to show more of these qualities.</li> </ul>

Knowledge, Skills and Behaviour assessed	Fail: Apprentice does not meet the pass criteria	Pass: Apprentice meets all of the below pass criteria	Distinction: Apprentice meets all of the pass criteria and all of the below distinction criteria
Managing performance	<ul style="list-style-type: none"> <li>Does not ask questions or clarify expectations</li> <li>Negative attitude towards supervision and coaching to deliver their work to the agreed level of quality</li> <li>Cannot demonstrate a constructive response to feedback</li> </ul>	<ul style="list-style-type: none"> <li>Clarifies requirements and takes responsibility for work produced</li> <li>Acts with responsibility and delivers their work to the right level of quality without requiring additional supervision and coaching</li> <li>Asks for feedback and takes feedback on board.</li> </ul>	<ul style="list-style-type: none"> <li>Shows a strong personal responsibility for all aspects of their work and can work with minimal supervision, whilst adhering to policies, procedures and standards.</li> <li>Takes feedback on board and continually assesses the quality of their work</li> </ul>
Adaptability	<ul style="list-style-type: none"> <li>Can be disorientated by, or defensive towards, change</li> </ul>	<ul style="list-style-type: none"> <li>Accepts and responds positively to change</li> </ul>	<ul style="list-style-type: none"> <li>Accepts change, evaluates the impact of any change and seeks to use it to improve their work</li> </ul>
Responsibility	<ul style="list-style-type: none"> <li>Shifts responsibility to others and excuses the situation when levels of quality or efficiency are not met</li> </ul>	<ul style="list-style-type: none"> <li>Accepts personal responsibility for their own work, delivering their work on time and to the right level of quality</li> <li>Demonstrates ownership and willingness to see work completed.</li> <li>Applies initiative in developing their own skills and behaviours.</li> </ul>	<ul style="list-style-type: none"> <li>Role model who takes personal responsibility for themselves and peers</li> <li>Aims to deliver work within targets and deliver more than required in their role</li> <li>Proactively seeks opportunities to develop themselves and shares this learning with others.</li> </ul>



Charity Registration No. 114282  
Registered in England Company No. 5502449

[epa@gatewayqualifications.org.uk](mailto:epa@gatewayqualifications.org.uk)  
[www.gatewayqualifications.org.uk](http://www.gatewayqualifications.org.uk)  
Tel: 01206 911 211