



Gateway Qualifications version 1.3 Feb 2025

Version and date	Change detail	Section/page reference
V1.2 Oct 2024	Changes to standard, new title	
V1.3 Feb 2025	The evidence required at EPA Gateway has been updated to reflect the changes in the English and Maths requirement	Section 2.2 Page 5

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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 Operations Manager. 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	Operations Manager
Standard reference number	ST0385 v1.4
Level	5
Ofqual QN	610/3722/9
Sector	Business and Administration
Minimum time on-programme with the provider	366 days
EPA duration	Typically 5 months
EPA methods	<ul style="list-style-type: none"> • Project report with presentation and questions • Professional discussion, underpinned by a portfolio of evidence
Overall grade	Fail, Pass, Distinction
EQA organisation	Ofqual
Gateway qualification requirements	English and Maths

1.3 Purpose

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

Full-time apprentices will typically spend 24 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.

It is recommended that the on-programme phase of the apprenticeship consists of:

- meetings at least every two months (minimum six across the programme of study) with their on-programme assessor/trainer, with progress formally recorded against the standard.
- feedback from line manager, mentor and/or peers.

2.2 EPA Gateway

The EPA period should only start once the employer is content that the apprentice is occupationally competent. That is, they are deemed to be at or above the level set out in the apprenticeship standard and ready to undertake the EPA. In making this decision, the employer may take advice from the apprentice's training provider(s), but the decision must ultimately be made by the employer.

The employer and provider 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 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 English and Maths qualifications, if required, in line with the apprenticeship funding rules
- a completed portfolio of evidence
- Reasonable Adjustments/Special Consideration Request Form where relevant

The apprentice should also confirm at EPA Gateway that they have completed an on-programme project, which will form the basis of their written project report in the EPA.

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

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 EPA 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 assessment process
- aid in the preparation requirements, e.g., arranging access, facilities and resources
- discuss feedback post EPA
- explain certification process upon completion of the apprenticeship
- explain the appeals process

2.4 Assessment Overview

The assessment methods for Operations Manager EPA consist of the following:

1. Project report with presentation and questions
2. Professional discussion underpinned by a portfolio of evidence

The assessment methods can be delivered in any order.

The result of one assessment method does not need to be known before starting the next.

2.5 Assessment method 1 - Project report with presentation and questions

Assessment requirements	
Mode of assessment	<ul style="list-style-type: none"> • Component 1 - Written project report • Component 2 - Presentation with questions
Component 1 - Written project report word count	<ul style="list-style-type: none"> • 4,000 words (+/-10% 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
Component 2 - Presentation with questions duration	<ul style="list-style-type: none"> • 60 minutes (+ 10% at the discretion of the IEPA) • Presentation typically lasts for 20 minutes • Questioning typically lasts 40 minutes
Number of questions	Minimum of 6 questions
Grading	Fail/Pass/Distinction
Assessed by	IEPA
Assessment weighting	50%

This assessment method has two components:

1. Component 1 – Written project report
2. Component 2 - Presentation with questions

The evidence from the project report, presentation and responses to questions will be assessed holistically.

Pre-gateway project activity

The project itself will have been undertaken and completed on programme and pre-gateway to the EPA. 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.

The project will present a typical business task appropriate for demonstrating the skills and knowledge of the standard.

Each project will take, typically, six months to complete, and will typically be undertaken on the employer's premises or where this is not practical on the training providers premises.

The apprentice may work as part of a team to complete the project, which could include internal colleagues or technical experts.

Written Project Report

The apprentice will then be required, during EPA to write a project report.

The apprentice must complete their written project report and presentation unaided and they must be reflective of their own role and contribution. The apprentice and their employer must confirm this when the written project report and any presentation materials are submitted.

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 project report will be 4,000 words (+/- 10% at the apprentice's discretion). Appendices, references and diagrams are not included in this total. The apprentice will have 12 weeks to write and submit the proposal and the presentation following the approval of the project report title and scope.

The project report, plus materials relating to the presentation (see below), must be submitted together. The independent assessor will review and assess the project holistically together with the other components of this assessment method. The IEPA will make all grading decisions.

Presentation with questioning

The presentation with questioning involves the apprentice presenting their project to an IEPA, followed by questioning from the IEPA. The presentation can be either face-to-face or via online video conference, as appropriate. Remote assessment is the preferred option for Gateway Qualifications. The assessment must be conducted in a suitably controlled environment (a quiet room, free from distraction and influence) and will be recorded.

During the presentation, the apprentice must have access to (if required):

- audio-visual presentation equipment
- a flip chart and writing and drawing materials
- a computer

The presentation should be submitted at the same time as the project report within 12 weeks of the EPA Gateway. The IEPA will then be given 2 weeks to review the project report and prepare questions, and the apprentice will be given two weeks' notice of the presentation.

The presentation will typically last for 20 minutes, and the questioning will typically last for 40 minutes. A discretionary additional 10% time can be allocated in any proportion across the presentation and questioning. This time is to allow the apprentice to complete their last point or respond to a question if necessary.

The apprentice may choose to end the assessment method early. In doing so, they must be confident they have demonstrated competence against the assessment requirements for the assessment. The IEPA may suggest the assessment continues. The IEPA cannot suggest or choose to end the assessment early (unless in an emergency). If the assessment ends early, then IEPA will capture this on the assessment record.

The presentation will focus on the project and 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

The IEPA will then draw out any further information using questions.

The IEPA will ask at least 6 questions at the end of the presentation from a question bank provided by Gateway Qualifications as a guide to tailor their own questions based on the presentation and project report. The purpose of the independent assessor's questions is:

- to verify that the activity was completed by the apprentice
- to seek clarification where required
- to assess those KSBs that the apprentice did not have the opportunity to demonstrate with the report, although these should be kept to a minimum
- to assess the level of competence against the grading descriptors

The IEPA may ask follow-up questions where clarification is required.

2.6 Assessment method 2 - Professional discussion, underpinned by a portfolio of evidence

Assessment requirements	
Mode of assessment	Professional Discussion <ul style="list-style-type: none"> delivered in a controlled environment - quiet room, free from distractions and influence can be conducted by video conferencing underpinned by a portfolio of evidence
Duration	60 minutes (+10% at the discretion of the IEPA to allow the apprentice to respond to a question if necessary)
Number of questions	at least 6 questions
Grading	Fail/Pass/Distinction
Assessed by	Independent End-Point Assessor (IEPA)
Assessment method weighting	50%

A professional discussion is a two-way conversation between the IEPA and apprentice. The professional discussion will be structured to give the apprentice the opportunity to demonstrate the KSBs mapped to this assessment method to the highest available grade.

Professional discussion delivery

The independent assessor will be given at least 2 weeks to review the supporting documentation prior to the professional discussion, and apprentices will be given at least two weeks' notice ahead of the professional discussion.

The IEPA will conduct and assess the professional discussion, and it will be based on the following themes:

- Managing and leading a team
- Organisational governance
- Operational planning
- Stakeholder relationship.

The underpinning portfolio of evidence will have been submitted in line with Gateway Qualifications requirements at the EPA Gateway and must evidence all of the KSBs mapped to this assessment method. The IEPA will review the portfolio of evidence and will use the contents of the portfolio to identify questions for the professional discussion.

The professional discussion will last for 60 minutes. The IEPA has the discretion to increase the time of the professional discussion by up to 10% to allow the apprentice to respond to a question if necessary. Further time may be granted for apprentices with appropriate needs, in accordance with Gateway Qualifications' Reasonable Adjustments Policy.

The IEPA will ask at least six questions and may ask follow-up questions for clarification purposes and to allow the apprentice the opportunity to cover the KSBs mapped to this assessment method.

The apprentice and the IEPA will have access to their own copies of the portfolio of evidence throughout the professional discussion and both can refer to it as needed. The IEPA will make notes of evidence/answers provided by the apprentice.

The IEPA will make all grading decisions.

The portfolio of evidence is not directly assessed. It underpins the Professional Discussion and therefore will not be assessed by Gateway Qualifications.

The apprentice may choose to end the assessment method early. In doing so, they must be confident they have demonstrated competence against the assessment requirements for the assessment. The IEPA may suggest the assessment continues. The IEPA cannot suggest or choose to end the assessment early (unless in an emergency). If the assessment ends early, then the IEPA will capture this on the assessment record.

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

2.7 Grading requirements

The Operations Manager 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 all the pass criteria in all assessment methods. To achieve a distinction overall, the apprentice must achieve all the pass criteria and all the distinction criteria in all assessment methods.

Failure of any component of the EPA will result in an overall failure of the 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 - Project report with presentation and questions	Assessment method 2 - Professional discussion, underpinned by portfolio of evidence	Overall grade
Fail	Fail	Fail
Fail	Pass	Fail
Pass	Fail	Fail
Fail	Distinction	Fail
Distinction	Fail	Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Pass
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 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 training 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. Re-sits and re-takes

If the apprentice fails one assessment method or more, they can take a re-sit or a re-take at their employer's discretion. The apprentice's employer needs to agree that a re-sit or re-take is appropriate. A re-sit does not need further learning, whereas a re-take does. The apprentice should have a supportive action plan to prepare for a re-sit or a re-take.

The employer and Gateway Qualifications will agree the timescale for a re-sit or re-take. A re-sit is typically taken within 2 months of the EPA outcome notification. The timescale for a re-take is dependent on how much re-training is required and is typically taken within 3 months of the EPA outcome notification.

If the apprentice fails the project assessment method, they must amend the project output in line with the independent assessor's feedback. The apprentice will be given 4 weeks to rework and submit the amended report.

Failed assessment methods must be re-sat or re-taken within a 6-month period from the EPA outcome notification, otherwise the entire EPA will need to be re-sat or re-taken in full.

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

The apprentice will get a maximum EPA grade of if pass they need to re-sit or re-take one or more assessment methods, unless Gateway Qualifications determines there are exceptional circumstances.

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: Project Report with presentation and questions

Knowledge

Project scope and planning

K6: Methods for researching, analysing, interpreting and evaluating data to inform judgements and enable decision making.

K8: How to identify and manage organisational improvement opportunities.

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.

K17: Change management concepts and methods for implementing change within the organisation.

Project implementation

K5: IT and software tools used to support the current and future needs of the organisation, including advances in technology.

K7: Financial management techniques and implications of decisions for budgets.

K9: Project management tools and techniques.

K12: Problem solving and decision-making techniques.

K13: Influencing and negotiation models and techniques.

Evaluation and Recommendations

K1: Presentation skills and methods.

K15: Communication techniques and approaches.

Skills

Project scope and planning

S2: Identify problems and provide solutions.

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.

Project implementation

S5: Manage and influence project activity to deliver within budget and resource requirements.

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.

S12: Manage continuous improvement and change for their team and organisation.

Evaluation and Recommendations

S1: Communicate and present information to stakeholders using different types of media.

S10: Evaluate the impact of outcomes from organisational plans or projects to drive the decision-making process.

Behaviours

Project implementation

B3: Takes accountability and ownership of their own and the team's tasks and workload.

B5: Works flexibly and adapts to circumstances.

B6: Works collaboratively with others across the organisation and stakeholders.

Assessment method 2 - Professional discussion underpinned by a portfolio of evidence

Knowledge

Managing and Leading a Team

K4: Approaches to people management, for example recruitment, performance management, reward, and talent management and resource planning.

K14: Conflict resolution and mediation processes.

K16: Ethics and values-based leadership theories and principles, for example employee wellbeing.

K18: Leadership and management tools and techniques.

K20: The continuous development requirements and learning needs of their team.

K24: Coaching and mentoring techniques.

Operational Planning

K19: The sector in which the organisation operates and its impact on their role.

K21: Business continuity principles, including risk assessment, contingency planning and disaster recovery.

K23: Responsible organisation policies and practices covering social, environmental, and economic factors, including sustainability.

K25: The strategic direction of the organisation and the impact on operational plans.

Organisational Governance

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.

K22: Organisational policies and procedures, for example health and safety.

Skills**Managing and Leading a Team**

S3: Manage and set goals and accountabilities for individuals and teams.

S4: Analyse performance data for individuals and teams to identify areas for improvement.

S7: Motivate team members and individuals through collaborative activities, for example one-to-one coaching and team meetings, to achieve organisational goals.

S19: Manage and facilitate learning and continuous professional development for their team.

S20: Coach and mentor individuals within their team.

Operational Planning

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.

S18: Deliver sustainable services and solutions which allow the organisation to respond to changes in social, economic and environmental factors.

S21: Develop and implement operational plans that align with the strategic direction of the organisation.

Organisational Governance

S6: Lead and influence the team and individuals to support an inclusive culture of equity, diversity, and the promotion of well-being.

S11: Interpret and implement the practical application of regulation, legislation and organisational policies for stakeholders.

Stakeholder Relationships

S17: Manage relationships across multiple and diverse stakeholders.

Behaviours

Managing and Leading a Team

B1: Acts professionally, ethically and with integrity.

B4: Seeks learning opportunities and continuous professional development for self and the wider team.

Stakeholder Relationships

B2: Supports an inclusive culture, treating colleagues and stakeholders fairly and with respect.

Appendix 2 – Grade descriptors

Assessment method 1: Project report with presentation and questions

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the Pass criteria		
Project scope and planning K6, K8, K10, K11, K17, S2, S15, S16	<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>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>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>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the Pass criteria		
Project implementation K5, K7, K9, K12, K13, S5, S8, S9, S12, B3, B5, B6	<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>Explains how they work flexibly and adapt to change when managing continuous improvement and change for their team and organisation. (S12, B5)</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>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the Pass criteria		
Evaluation and Recommendations K1, K15, S1, S10	Selects and applies different communication techniques and methods to present information to stakeholders. (K1, K15, S1) Evaluates the impact of outcomes from organisational plans or projects to drive the decision-making process. (S10)	None

Assessment method 2: Professional discussion, underpinned by a portfolio of evidence

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the Pass criteria		
Managing and Leading a Team K4, K14, K16, K18, K20, K24, S3, S4, S7, S19, S20, B1, B4	<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>

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the Pass criteria		
Organisational governance K2 K3 K22 S6 S11	<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>	Evaluates their approach to supporting, delivering, and promoting equity, diversity, inclusion, and well-being in terms of impact on the workplace. (K3, S6)

KSBs by Group	Pass The apprentice must meet all of the pass descriptors below	Distinction The apprentice must meet all of the distinction descriptors below
Fail - Does not meet the Pass criteria		
Operational planning K19, K21, K23, K25, S13, S14, S18, S21	<p>Analyses and prioritises organisational activities in response to the operating environment and the impact this has on their role. (K19, S13)</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 business continuity principles they apply have ensured the uninterrupted operation of critical functions. (K21, S14)</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>
Stakeholder relationships S17, B2	Explains how they manage relationships across multiple and diverse stakeholders, ensuring they are treated fairly, inclusively and with respect. (S17, B2)	Evaluates the impact of their approach to managing stakeholder relationships and recommends improvements. (S17, B2)



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