

Apprentice Preparation Guide



Project with report

End-point Assessment Operations Manager

Assessment Method: Project with report

Preparing for your End-point Assessment

This document is designed to support you in preparing for the **VTCT Skills Level 5 Operations Manager v1.4** End-point Assessment.

During your End-point assessment, **one** of the **two** assessment methods that you will undertake is a Project with report.

During the on-programme stage of your apprenticeship, you will complete a project based on a typical business task, which is appropriate for demonstrating the skills and knowledge in the Operations Manager standard. Your project will typically take six months to complete and be submitted at the Gateway Stage of your apprenticeship. This on-programme project will form the basis of your written project report for your End-point Assessment.

Overview of the Project with report

A written project report involves you 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 your employer's business and be relevant to your occupation and apprenticeship standard for Level 5 Operations Manager.

This assessment method has 2 components:

- written project report
- presentation with questions and answers

Together, these components give you the opportunity to demonstrate the KSBs mapped to this assessment method. The project with report will be assessed by an Independent Assessor.

The written project report output must be in the form of a report and presentation.

Types of projects (completed on-programme)

Examples of 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.

Project titles

Suggested project titles that could be used for the written project report:

- Implementation of an organisational project to support a process improvement through collaboration with a range of stakeholders.
- Implementation of an organisational strategy through consultation with internal stakeholders including planning, monitoring and analysing success.
- Introduction of a procedural/policy change due to a change in legislation, regulation or governance.
- Evaluation of the business's social/environmental practices and implementing change to reduce impact.
- Evaluation of external factors affecting their area of responsibility and implementing plans to mitigate risk through collaboration with others.
- Evaluation of the business's performance improvement plans, identifying and implementing improvements to support employee needs.
- Implementation of change management to support advances in technology through the use of research and collaboration to inform decision making.
- Identification and implementation of a breakthrough improvement to support business needs.
- Evaluation of data to improve processes, procedures or systems through analysis and identification of the need for change.
- Implementation of a project to support the increase in revenue to meet the business's future vision.

Component 1: Written project report

Delivery of the Written project report

- You will use the on-programme project to form the basis for your written project report.
- You must start your written project report after the gateway.
- Your 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
- Your written project report must have a word count of 4000 words. A tolerance of 10% above or below is allowed at your discretion. Appendices, references and diagrams are not included in this total.
- You must produce and include mapping in an appendix, showing how your report evidences the KSBs mapped to this assessment method.

How long will the Written project report take?

You must complete and submit your written project report and any presentation materials to the EPAO by the end of week 12 of the EPA period.

Component 2: Presentation with questions

Delivery of the Presentation with questions

You must prepare and deliver a presentation to an Independent Assessor. After the presentation, the Independent Assessor will ask you questions about your project, written project report and presentation.

Your presentation should cover:

- an analysis of the internal and external factors that impacted your choice of project
- a critical evaluation of your project activity justifying the reason for your project
- detail of the impact your project has had since it was completed

During the presentation, you will have access to the following:

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

The Presentation with questions will include:

- Your presentation with questions must last **60 minutes** (with a 10% +/- tolerance). You may choose to end the assessment early; you must be confident you have demonstrated competence against the assessment requirements for the project with report.
- The Independent Assessor will ask you a minimum of **6 questions** to assess any KSBs that have not been demonstrated by the report and to assess the level of competence against the grading descriptors.

Please note: the Presentation with questions may be recorded.

How long will the Presentation with questions take?

The presentation with questions must last **60 minutes**. This will typically include a **presentation of 20 minutes** and **questioning lasting 40 minutes**.

The Independent Assessor can increase the time of the presentation with questions by up to 10%. This time is to allow you to complete your last point or respond to a question if necessary.

Where will the Presentation with questions take place?

The Presentation with questions will take place in your employer's workplace or your training provider's premises and be conducted face to face or remotely by video conferencing.

Preparation for the Project with report

During the Project with report, you must demonstrate a proficient understanding of the requirements for the technical skills outlined in the End-point Assessment Plan.

To prepare for the Project with report, it is essential that the grade descriptors on pages 7-8 are considered. The grade descriptors include areas that must be covered throughout the Project with report.

How is the Project with report graded?

The Independent Assessor will use the grading criteria to assess the Project with report. The Project with report will be graded Fail/Pass/Distinction.

Project with report grading criteria

Pass criteria

You will achieve a pass grade if you provide evidence to meet all the Knowledge, Skills and Behaviour requirements set out for the Project with report and all of the criteria below:

Knowledge, Skills and Behaviours requirements	Grading criteria
Project scope and planning K6 K8 K10 K11 K17 S2 S15 S16	Explains how they identify problems and use methods for researching, analysing interpreting, and evaluating data to inform judgements and provide solutions. (K6, S2)
	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)
	Describes the change management concepts and the methods they use to implement change within their organisation in line with the project brief. (K17)
	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)
Project implementation K5 K7 K9 K12 K13 S5 S8 S9 S12 B3 B5 B6	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)
	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)
	Outlines the problem solving, decision making, influencing, and negotiating models and techniques they used in the project. (K12, K13)
	Explains how they work collaboratively with others to research, interpret, and analyse information which informs the implementation of business plans or projects. (S9, B6)
	Explains how they work flexibly and adapt to change when managing continuous improvement and change for their team and organisation. (S12, B5)

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)

Project with report

Distinction criteria

You will achieve a distinction grade for the Project with report if you provide evidence to meet all the pass criteria and also all of the additional criteria below:

Knowledge, Skills and Behaviours requirements	Grading criteria
Project scope and planning K6 K8 K10 K11 K17 S2 S15 S16	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)
	Critically analyses the current and future needs of the organisation. (K11)
Project implementation K5 K7 K9 K12 K13 S5 S8 S9 S12 B3 B5 B6	Evaluates their approach to managing continuous improvement and change within the project. (S12)
	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)

Please follow the guide outlined below to support your preparation

What can I do to prepare for my End-point Assessment?	Completed Yes/No
1. Access and familiarise yourself with the Mock Assessment Form for the Project with report assessment.	
2. Refer to the Knowledge, Skills and Behaviours that may be assessed during the Project with report. These are outlined in the table below.	
3. Collaborate with others to seek constructive feedback on your performance.	
4. Practice questions and answers with peers/assessors in preparation for your Project with report using the sample questions provided.	
5. Incorporate any feedback from your peers/assessor to enhance your approach and to address any identified areas for improvement in readiness for your Project with report.	
6. Practice effective time management during the Project with report. Allocate appropriate time to ensure completion within the given timeframe.	
7. 'Approach the Project with report with confidence. Remember that it is an opportunity to showcase your knowledge and skills.	
8. Stay calm under pressure and communicate effectively throughout the Project with report.	
9. Remember to bring your identification with you on the day of your End-point Assessment. This can be one of the following: <ul style="list-style-type: none"> • Driving licence • Employee ID • Passport 	

Planning and Preparing for your Project with report

KSB Ref	Knowledge, Skills and Behaviours that may be assessed during the End-point Assessment.	What do I need to consider?
Knowledge		
K1	Presentation skills and methods.	
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.	
K15	Communication techniques and approaches.	
K17	Change management concepts and methods for implementing change within the organisation.	

KSB Ref	Knowledge, Skills and Behaviours that may be assessed during the End-point Assessment.	What do I need to consider?
Skills		
S1	Communicate and present information to stakeholders using different types of media.	
S2	Identify problems and provide solutions.	
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.	
S10	Evaluate the impact of outcomes from organisational plans or projects to drive the decision-making process.	
S12	Manage continuous improvement and change for their team and organisation.	
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.	

KSB Ref	Knowledge, Skills and Behaviours that may be assessed during the End-point Assessment.	What do I need to consider?
Behaviours		
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.	

Following your End-point Assessment:

What happens following my End-point Assessment?	You will receive the results from your End-point Assessment within 10 working days.
What happens if I do not achieve my End-point Assessment?	If you do not achieve a pass result within this assessment method, you will be able to re-sit this assessment.

Appendix 1 – Project with report mapping document

Project with report Mapping Document

VTCT Skills Level 5 Operations Manager

All columns of this mapping document are to be completed prior to the Gateway stage and submitted with the written project report for each apprentice. Please refer to the End-point Assessment Guidebook and the Project with Report Apprentice Guidance Document when completing this Project with Report Mapping Document.

Please note: It is a requirement of the training provider to submit all the evidence electronically, via the 'Documents tab' on the apprentice's dashboard within the epaPRO system. This must be in a scanned format, allowing the evidence package to be viewed remotely. VTCT Skills will not accept a link to an apprentice's individual e-portfolio.

Evidence number	KSBs:	Knowledge, Skills and Behaviours criteria:	Type of evidence submitted: Written project report/ Presentation materials	Reference number:
Example:				
1	K1	Presentation skills and methods.	Presentation material location/slides 1-10	1.1
2	S2	Identify problems and provide solutions.	Written project report pages 1, 5 and 9	1.2
	K1	Presentation skills and methods.		
	K5	IT and software tools used to support the current and future needs of the organisation, including advances in technology.		

Document amendment history page

Version	Issue Date	Changes	Role
1	04/02/2025	First published	Qualification Development Manager