Operational Delivery Profession

Public Service Operational Delivery Officer

Assessment Plan

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Introduction and Overview

The Public Service Operational Delivery Officer apprenticeship is for people working on the front line in public services in central and local government. It will typically take 12 to 18 months to complete and is a Level 3 programme.

Public Service Operational Delivery Officers do hundreds of jobs supporting and protecting citizens. The Assessment Plan will support and develop the apprentices in a wide range of contexts. The plan mandates robust, independent and standardised processes. The approach is to support apprentices to complete their apprenticeship successfully, identifying the most talented and coaching them to progress further.

Assessment components:

- **Knowledge Assessment** through Operational Delivery external qualifications, and

- **End-point Assessment** involving four assessment tools: a showcase portfolio of evidence; a work-based project; a presentation; and an interview.

The end-point assessment verifies professional competence by rigorously and comprehensively testing performance against the standard (Annex), with four different assessment instruments, operated and quality assured by the employer's chosen independent assessment organisation to ensure validity, reliability and consistency.

Performance in the final assessment will determine the apprenticeship grading of 'pass' or 'distinction'; or will result in a not achieved – 'fail.'

The qualifications must be passed as a pre-requisite to taking the end-point assessment.

Apprentices should be supported during their apprenticeship using their workplace's performance management systems. Apprentices and line managers should agree clear performance objectives and a performance development plan for each year, built around competencies; and regularly review performance and progress. Review documentation should be stored in the apprentice's portfolio for inclusion in the final showcase portfolio (see below).

Knowledge Assessment

Apprentices will take two external qualifications. These are:

- Level 2 Award in Operational Delivery (Principles). This allows learners to develop the knowledge required for employment and/or career progression in operational delivery. The qualification includes units on principles of working in operational delivery, providing customer service, and equality and diversity.

- Level 3 Certificate in Operational Delivery (Advanced). This qualification includes units on working in operational delivery, providing customer service, managing team performance, operational delivery interviews, and visits.

The qualifications are a mandatory requirement of the programme, and will be graded as either pass or fail. These will need to be achieved prior to commencing the end-point assessment.

End-point assessment

The end-point assessment concludes the apprenticeship programme. By this time, the apprentice will have typically completed 12 to 18 months' employment and must have passed their external qualifications. They will also have Level 2 mathematics and Level 2 English qualifications, obtained either during or before their apprenticeship.

The focus of the final assessment is on the apprentice being able to fully demonstrate the values, knowledge, skills and behaviours set out in the standard and to be able to demonstrate this level of professional competence in authentic workplace contexts.

The end-point assessment is summative, comprehensive and synoptic, involving a showcase portfolio of workplace evidence, a project on a substantive work-based topic, culminating in a formal presentation and interview.

End point assessment methods

Showcase Portfolio: a portfolio of evidence of work will be compiled during the apprenticeship, successfully demonstrating the required values, knowledge, skills and behaviours. Alongside work-based evidence, such as contributions to official documents, self or team management in a delivery context, letters to customers, minutes from meetings, and performance development plans, it will also include evidence from others, such as mid-and-end of year performance reviews, reports from coaches and feedback from line managers demonstrating acceptable or better performance. The apprentice must select appropriate evidence from their portfolio to demonstrate the minimum requirements of the standard at the final stage of the

programme as a '**showcase portfolio**', which attests to professional competence at the level.

Work-based project: apprentices will have to research and analyse a specific issue, situation or problem, develop solutions, and make recommendations for improvement, implementation and/or resolution. For example, the project could demonstrate how well they can develop and deliver a business improvement initiative that meets customer and business needs, complying with risk and governance requirements, and building on evidence. It must be based upon a substantive topic or issue which has practical relevance to the apprentice's employment context.

Presentation: apprentices will present to a panel about a typical and substantive work-based topic which reflects occupational competence. The presentation should add further evidence by demonstrating the apprentice's communication skills.

Interview: that allows panel members to explore particular areas, to analyse the full range of evidence, and to confirm performance against the standard. For example, questions could give the opportunity to confirm that the apprentice understands the risks of not following correct processes and adhering to the organisation's standards. The interview will have a common overall structure, and the interview questions will focus mainly on those areas of the standard where the panel are seeking reassurance on some of the evidence of competence.

The comprehensive and complementary nature of the end-point assessments are designed to ensure that the apprentice is able to draw extensively from across the programme, to integrate knowledge, understanding and skills in authentic and demanding workplace contexts, and to apply their skills in a variety of ways which attest to their professional competence.

End-point assessment process

The process of setting up the end point assessment, will begin six months before the completion of the apprenticeship as shown in this table:

Timeline	Activity
6 months before planned completion	Line manager: • reviews progress and ensures apprentices' performance is on track as part of the regular performance management system • identifies any gaps and creates a plan for the end-point assessment with the apprentice • considers whether apprentice's potential evidence for showcase portfolio, project topic and presentation are appropriate and sufficient to assess the standard (scope and breadth).

3 months before planned completion	Line manager and apprentice: • meet to review progress for final assessment • refine plans for all components of the final assessment.
No earlier than 3 months before planned completion	Apprentice completes work on showcase portfolio, work-based project and presentation.
One month before planned date for presentation and interview	Apprentice submits showcase portfolio of evidence and work-based project for marking. Showcase portfolio and work-based project is initially assessed by the apprentice's employer; these judgements are checked and moderated by an independent assessment organisation and the results communicated to the panel.
End of apprenticeship	Presentation to panel and panel interview; moderation by independent assessment organisation. Grading communicated.

End-point assessment delivery

The model supports fairness and impartiality in the assessment process by making sure that several independent professionals with appropriate expertise are responsible for making judgements, co-ordinated and quality assured by the employers chosen independent assessment organisation.

The apprentice's manager will initially mark the showcase portfolio and work-based project; this will be checked and moderated by the employer's chosen independent assessment organisation and the results communicated to the panel.

Independent professionals that make up the panel will be drawn from across public service organisations. They must have appropriate experience and/or hold relevant qualifications to provide assurance that assessment will be sufficiently robust, and that consistent and reliable judgements will be made i.e. senior managers or directors. They must be from organisations that do not employ the apprentice and have no connection with the apprentice. There are three individuals on the panel and their collective views and majority decision of the level of competence provide a genuinely impartial result.

The panel's assessment decisions will reference evidence from across all four end-point assessment components and will use a detailed scoring matrix developed to confirm coverage against the standard, and the level of achievement by the apprentice.

The employer's chosen independent assessment organisation will be responsible the panel operation; operating moderation and quality assurance processes.

Quality assurance

Independent assessment organisations will be responsible for the production and quality assurance of standardised documentation and guidance for all personnel involved in the assessment process, whether this be the 'end-point assessment' panel members, or the internal personnel (such as line managers); thereby ensuring consistency and comparability. The assessment instruments will have clearly defined criteria, detailed performance thresholds and grade boundaries, as well as exemplification of the knowledge, skills, behaviour and values to be evidenced. A detailed scoring matrix will be used to confirm coverage against the standard, and the level of achievement by the apprentice. They will also be responsible for the panel operation; operating moderation and quality assurance processes at all stages. Standardisation events for those involved in marking and panel members will ensure consistency. Employers will be free to choose an independent assessment organisation from the Skills Funding Agency's Register of Apprentice Assessment Organisations. Assessment organisations should work collaboratively to ensure consistency and will be subject to any external quality assurance arrangements agreed for apprenticeship standards.

The assessment model ensures that assessment is effectively targeted, accurate and comprehensive, while also remaining flexible, responsive to local conditions, and scalable. Crucially, it is consistent and comparable for all apprentices, with auditable performance evidence being aligned to national standards, and verified independently.

External Quality Assurance

External quality assurance will be carried out by the Institute for Apprenticeships.

Graded Assessments

Performance in the end-point assessment will determine the apprenticeship grading of 'pass' or 'distinction'; or will result in a not achieved – 'fail'.

The formal qualifications are a mandatory requirement of the programme, and will be graded as either 'pass' or 'fail'. These will need to be achieved prior to commencing the end-point assessment.

The end-point assessment model will use the four integrated components to determine the grade awarded to the apprentice; with the decision being made by an independent panel, subject to appropriate independent moderation and quality assurance procedures.

The end-point assessment will measure knowledge, skills, values, and behavioural performance for each apprentice against clearly defined criteria and performance descriptors, which will be referenced to a grading scale comprised of fail, pass and distinction. These criteria will be developed by the independent assessment organisations.

Each component will be assessed discretely and the results will be aggregated to achieve a final mark, according to the weightings across the different assessment instruments:

Formal qualifications (Level 2 and Level 3)	Achieved (Pass or Fail); pass is a pre-requisite to taking the end-point assessment	N/A
Showcase Portfolio	Distinction; Pass; or Fail	50%
Work-based project	Distinction; Pass; or Fail	20%
Presentation	Distinction; Pass; or Fail	20%
Interview	Distinction; Pass; or Fail	10%
Overall outcome:	Distinction; Pass; or Fail	100%

An apprentice who gets a distinction will be demonstrating performance above the standard, with an aggregated score within the top 10% of overall marks.

Implementation

The costs of supporting and assessing apprentices will generally be absorbed as 'business as usual' across central and local government, where development and Performance Management processes are already in place for all public servants, irrespective of whether they are on apprenticeship programmes.

The time managers will spend on performance assessment, moderation, and final assessment, and the time apprentices will spend on pulling together their portfolio of evidence and preparing for their presentation and interview, will be broadly the same as any public servant at an equivalent level going for promotion to a higher grade or preparing for an interview.

The final assessment process will be administered based upon a reciprocal basis across government.

The only additional costs will be those of the two external qualifications and the external assessment organisation costs to deliver the end-point assessment.

The number of apprentices will be a small proportion of the hundreds of thousands of public servants working in central and local government. We are experienced and well placed to handle cohorts of apprentices, regardless of volume.

Professional Body Recognition

This is not applicable. The Operational Delivery Profession is a profession created for front-line delivery staff in public service and does not have a professional body.

Annex: Apprenticeship Standard

Public Service Operational Delivery Profession

Operational Delivery Officer

An Apprenticeship that contributes to the UK

Operational Delivery Officers have the vital job of keeping the country running. They make sure that citizens get the services and protection they need, and help people understand what is available and what they need to do to comply with the rules. Operational Delivery Officers make a difference every day to the lives of millions of people. They do hundreds of jobs in most departments and agencies in central government. They also work in local government, delivering services for towns, cities, boroughs or counties.

This apprenticeship will give you great development opportunities to equip you to be an internationally-recognised professional in the part of the Civil Service that really makes things happen for customers and businesses.

What Apprentices will do

A career in operational delivery is varied and involves working on the front line in different public-facing environments. You will be dealing with different types of customers and delivering a range of public services, but the skills and behaviours you need will be the same whatever you do.

Operational Delivery Officer roles include bringing data and evidence together, and making sure it is correct. You may also be considering applications, analysing information and making decisions.

Duties will depend on who the public service employer is and what they are responsible for: you could find yourself working in any occupational delivery area of central or local government. As an Operational Delivery Officer you could be:

Services

- managing cases and resolving customer enquiries
- assessing and collecting various taxes across central and local government
- giving people welfare or pensions advice, or supporting them to get back to work
- issuing UK passports and making decisions about who has the right to visit or to stay in the country
- processing driving licence applications
- supporting citizens in court

Protection

- validating peoples' identities, and carrying out background checks or interviews
- carrying out searches on people, vehicles, freight and baggage
- collecting outstanding debts
- stopping entitlements for people who should not be getting them
- rehabilitating offenders and supporting victims and witnesses
- responding to outbreaks and incidents, co-ordinating information and deploying resources

When trained, you may move around roles or departments to develop and make the most of your skills.

Values, Knowledge, Skills and Behaviours

Values	What is required
Integrity	Putting the obligations of public service above your own personal interests
Honesty	Being truthful and open
Objectivity	Basing your advice and decisions on rigorous analysis of evidence
Impartiality	Acting according to the merits of each case and serving the government of the day impartially

Knowledge	What is required *(click here to see a Knowledge Annex for examples)*
Legislation, policies and procedures	Understanding the principles, practices, regulations and law in your own area of operational delivery, and how it is applied and the effect it has, from supporting the needs of the most vulnerable individuals to keeping the UK's borders secure
Customers	Understanding the diverse range of customers and communities, and their needs, rights and expectations, from individuals to the biggest multi-national businesses
Range of services	Having an appreciation of the range of public services available that are delivered across government, from ensuring money is available to fund public services to making payments to pensioners

Skills	What is required
Customer service	Delivering services to a wide range of customers, including those most in need and vulnerable, recognising that some customers will need extra support to access and use services. You will be providing a professional service at the right time and in a non-judgmental way. This includes carrying out calculations based on information received and giving accurate advice and guidance to help citizens understand what they need to do
Communicating effectively	Understanding the importance of effective communication in the workplace and communicating effectively in different situations and communicating in the best way to meet the needs of different audiences. This includes questioning and listening when carrying out interviews or investigations, and communicating in a clear and concise way using letters, e-mails or social media, over the phone, or face-to-face
Working together	Working well with your team, colleagues and others and developing productive working relationships to achieve individual, team and business results
Gathering and managing information	Complying with data protection principles. Accurately reviewing, validating, processing and storing information from a range of

sources and accurately using it to meet customers' needs in a way they find clear and easy to understand. You may be analysing information for discrepancies, potential fraud or non-compliance. This could also support interviews and investigations

Negotiating and influencing	Using tact and diplomacy to negotiate with individuals or businesses to ensure they comply with the rules, and reaching solutions that suit all parties and are right for the business
Problem solving and decision making	Identifying problems quickly and using a range of techniques to solve them and stop them happening again. This includes preventing a customer having to contact us a number of times
Tools and equipment	Using IT systems to manage, share and store information. This includes using office equipment appropriately and reporting poor performance of services you use to do your job
Professionalism, self-management and awareness	Taking responsibility for your own actions. This includes being self-motivated, and planning work to make sure that tasks are completed and deadlines met

Behaviours	What is required
Changing and improving	Being open to change. This includes being creative in supporting continuous improvement or changes to systems or processes that affect the way you do your job
Making effective decisions	Having sound judgement. This includes making decisions about the relevance, quality and accuracy of the information available to you and using and sharing it appropriately
Leading and communicating	Leading by example. This includes being even-handed, supportive, and not letting personal opinions override business needs, and communicating professionally, openly and honestly
Collaborating and partnering	Working collaboratively and building professional relationships with colleagues. This includes working as part of a team and developing contacts so you can support each other
Building capability for all	Learning and building your own knowledge and skills, and developing the mindset and ways of working to continually improve
Managing a quality service	Delivering a quality service. This includes 'going the extra mile', and showing an awareness of different customer needs (for example, those with disabilities)
Delivering at pace	Delivering at pace, working to agreed goals and activities, and responding to challenges constructively, for example managing time well and thinking positively

Additional Information

Entry Requirements	Age 16 and over

Duration	12 -18 months
Level	Level 3
Qualifications	Apprentices must achieve:
	a Level 2 Award in Operational Delivery (Principles)
	This allows learners to develop the knowledge required for employment and/or career progression within Operational Delivery. The qualification includes units on principles of working in operational delivery, providing customer service, equality and diversity.
	and
	a Level 3 Certificate in Operation Delivery (Advanced)
	This allows learners to develop the knowledge required for employment and/or career progression within Operational Delivery. The qualification includes units on working in operational delivery, providing customer service, managing team performance, operational delivery interviews and visits.
Renewal	This Standard will be reviewed in September 2017