

Developed by the Aviation Trailblazers, supported by



Aviation operator manager standard: Assessment plan

July 2016

Assessment plan for the aviation operations manager apprenticeship

This document sets out the requirements and process for end point assessment of the aviation operations manager apprenticeship standard. It is designed for employers, apprentices, education and training providers and assessment organisations. End point assessment occurs when the employer is satisfied the apprentice is working consistently at or above the standard set out in the aviation operations manager apprenticeship standard.

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Supporting documents

Aviation operations manager standard

Aviation operations manager employer occupational brief

(All supporting documents are freely available at People1st.co.uk)

1. Apprentice's readiness for independent end assessment

i. Achieving full competence

The period of learning, development and continuous assessment is managed by the employer, in most cases with the service of an education or training provider. Although this method is flexible and the process is not prescribed, the following best practice recommendation is made:

Throughout the programme, and at least every three months, the apprentice should meet with the continuous assessor and record their progress against the standard. At these reviews evidence should be recorded and, once the apprentice is competent, sections of the standard signed off by the employer.

The process of maintaining a continuous assessment record is important so employers are confident in determining when the apprentice has achieved full competence in their job roles and is ready for independent end assessment. The continuous assessment record is NOT a portfolio of evidence, but a practical record of what the apprentice can do following periods of training, development and assessment. A minimum of four meetings and completed records are recommended, to show ongoing competence across the entire standard, over a minimum of a twelve-month period prior to the starting the independent end assessment. The standard has been developed into a syllabus containing the full competence required of an aviation operations manager. This can be found at www.people1st.co.uk.

ii. Readiness for end assessment

The independent end assessment is synoptic and takes place at the end of the apprentice's learning and development after a minimum of twelve months 'on-programme' training and development, equating to a minimum of **20%** of the apprenticeship as 'off job' training. The end assessment should only commence once the employer is confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard. The independent end assessment ensures that all successful apprentices have achieved the industry set professional standard for an aviation operations manager.

Once the apprentice has completed their training, development and on-programme assessment over a minimum twelve-month period, demonstrated competence across the entire standard, a formal meeting will be held. This meeting must include the relevant people that have responsibility and accountability for the completion of the apprenticeship, for example: the line manager, continuous assessor and/or a senior manager as appropriate to the business. The purpose of this meeting is to confirm readiness for independent end assessment and plan the assessment activities. Prior to independent end assessment the English and maths at level 2 must be achieved, if not achieved prior to entry.

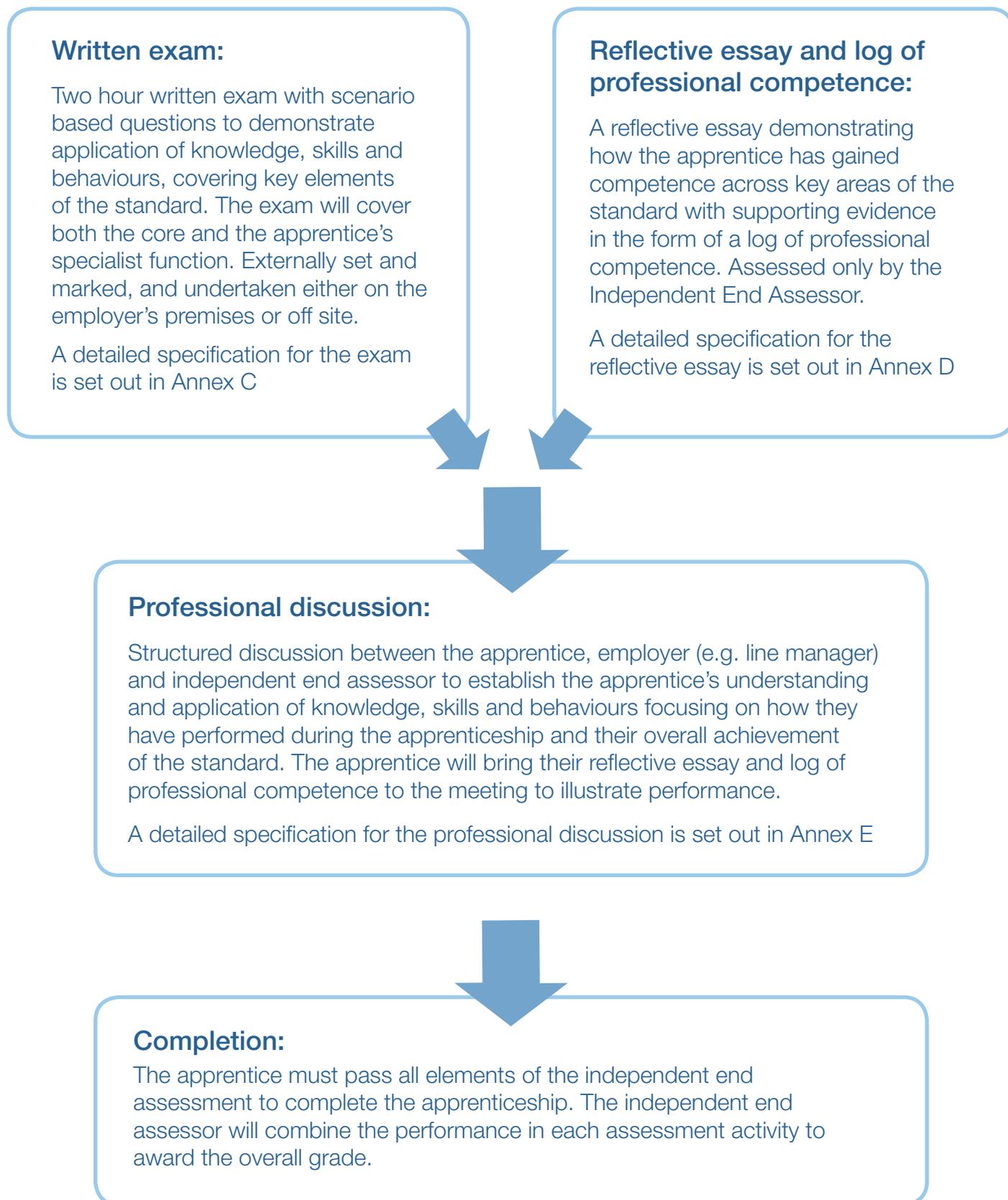
Once the employer is satisfied the independent end assessment can be arranged with an independent end assessor – appointed by an independent end assessment organisation, meeting the requirements set out in Annex B. The independent end assessor will agree a plan and schedule for each assessment activity with the apprentice and employer representative to ensure all components can be completed at the appropriate time within the two month end assessment period.

iii. Order and timings of the end assessment

There are three independent end assessment methods: a written exam; a reflective essay and a professional discussion, details of which are given below. The written exam and submission of the reflective essay can be completed in any order, but must be passed prior to the professional discussion as the last assessment activity.

2. Summary of independent end assessment process

The apprentice will be assessed against the apprenticeship standard following the flow chart below. The standard is assessed synoptically across each assessment method. Assessment activities must be completed in following order:



3. Graded assessments

Apprentices must pass all three assessment activities to pass the apprenticeship overall. Should an apprentice fail one assessment activity this can be retaken without a further period of training and development. If the apprentice fails two or more activities a period of further training and development lasting a minimum of two months must take place before a resit. There is no maximum number of times an apprentice can be assessed; however, a maximum of two attempts at each assessment activity can be made in any 90 day period.

The assessment for this apprenticeship will be graded Pass, Merit, Distinction or Fail. The grade will be decided by the combination of performance in the elements as follows:

Written exam – graded by percentage boundary as shown in Annex C.

Reflective essay – graded by clear identification of requirements for Pass, Merit and Distinction respectively, see Annex D.

Professional discussion – not graded but must be successfully achieved as per criteria in Annex E.

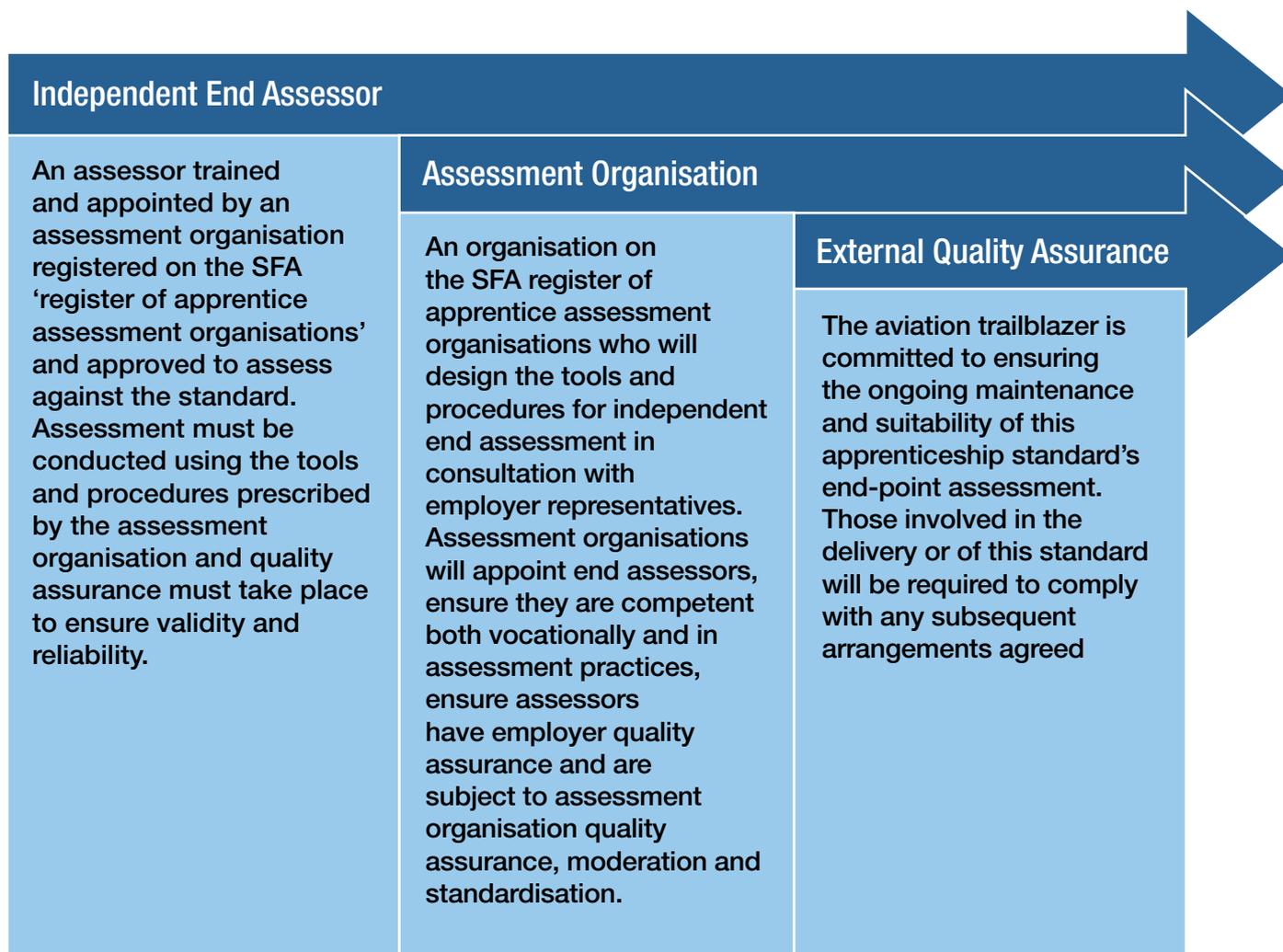
Grades in the written exam and reflective essay assessments will be combined on a scoring basis:

For each pass:	1 point	
For each merit:	2 points	
For each distinction:	3 points	
Total score:	2-3 points	Pass overall
	4-5 points	Merit overall*
	6 points	Distinction overall*

* Although not graded individually, the professional discussion will limit the overall grade to a pass if it is not successfully completed at the first attempt.

4. Consistency, reliability and validity

Independent end assessment is conducted by an independent end assessor appointed by an assessment organisation registered with the Skills Funding Agency (SFA). The assessment organisation is responsible for designing the tools and procedures for assessment and undertaking quality assurance and standardisation. The final decision on competence is made by the independent assessor, whose decisions are subject to moderation by the assessment organisation.



This flow of responsibility will ensure consistent, reliable and valid judgements across the industry. The assessment methods themselves are designed to produce apprenticeship outcomes that are consistent and reliable, ensuring fair and proper comparison between apprentices employed in different types and sizes of organisation. Consistent, secure standards will be achieved through:

- ✓ Strict requirement to plan the end point assessment, allowing planning of quality assurance by the assessment organisation
- ✓ Assessment tools and supporting materials designed by assessment specialists and quality assured by the assessment organisation to meet the requirements for fair, accurate and reliable assessment decisions against the aviation ground operative apprenticeship standard and ensure best practice in assessment
- ✓ The mandating of both technical and assessment competence and continuing professional development (CPD) for independent end assessors to ensure that they have not only the right tools, but the right qualifications, training and experience to make reliable judgements

- ✓ The quality assurance of individuals conducting independent end assessments and of independent end assessment outcomes and results, by an SFA registered apprentice assessment organisation
- ✓ Requirements for standardisation of independent end assessments across assessment organisations
 - All independent end assessors must take part in standardisation activities on a regular basis (at least annually, or as defined by the assessment organisation). These activities must be accessible for remote assessors, such as those on deployment
 - Moderation of results across assessors will be conducted by the assessment organisation to ensure consistent use of the assessment tools and validity and reliability of all assessments. This must be conducted on a risk based approach, commencing on a **100%** sample and reducing as compliance is established and maintained.
- ✓ The use of externally set and marked written exams ensuring a consistent approach regardless of the apprentice's workplace
- ✓ Clear structure for the combination of assessment methods

5. Implementation – Aviation operations manager

It is anticipated that the cost of the Aviation operations manager end-point assessment will be approximately **20%** of the total external costs of training and assessment required for the apprenticeship. This cost and percentage will be greatly reduced for assessment organisations utilising assessors from the employer's workforce, in line with the restrictions in the plan.

The trailblazer has worked closely with stakeholders who will potentially deliver the apprenticeships and an assessment organisation to ensure delivery partners are in place. It is recognised that development work is required to ensure effective implementation this plan, that is the development of assessment tools by assessment organisations and briefings to on-programme delivery providers, which the trailblazer employer group will activity support.

Annex A: Standard for Aviation operations manager

With accountability for compliance, safety and security within their area, planning and effective use of resources, processes and procedures are essential to maintaining an effective aviation operation, such as a commercial airport, military base / aerodrome, heliport or other airfield. Specialist roles, all focussed around the management of aircraft arrival, turnaround and departure, as well as the environment and facilities, will include knowledge, skills and behaviours to complete complex aviation tasks and will include management of others to enable compliance with regulations through a safe, secure and effective aviation operation. Effective communication and decision making across all levels of the organisation and with stakeholders across the aviation operation are essential. Aviation operations management comprises six distinct managerial areas within an aviation environment. The aviation operations manager will complete ALL core knowledge, knowledge and behaviours, along with ONE of the six specialist functions, all of which interlink to form the overall operation:

	Knowledge and Understanding (Know it)	Skills (Show it)
Safety	Health and safety legislation in aviation relevant to the organisation and own role	Manage safety within area of responsibility, ensuring staff are compliant with safety requirements in aviation environments
Security	How to manage aviation security and what action to take in the event of a breach of security	Manage aviation security in own area of operations ensuring team members follow organisational procedures and ensure accurate reporting and recording of information
Compliance & Legislation	How to manage and comply with aviation procedures and regulations to meet legislative and organisational requirements within own area of responsibility	Manage compliance with legislation, aviation procedures and regulations within own area of responsibility
Communication	How to manage communications with users, staff and external agencies selecting appropriate methods and language	Manage communication with users, staff and external agencies selecting appropriate methods and language in aviation operations
Resource management	How to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) within the organisation in line with budgetary and organisational requirements	Manage resources effectively to ensure the efficient running of department in line with organisational procedures
Airport operations	Understand fully the importance of cohesive airside operations and how each specialist function links with each other, as well as agencies, contractors and visitors ensure compliance with procedures and adherence to requirements	Positively contribute as part of the wider airside operation, ensuring own area of responsibility meets the requirements of the site; its users/customers, its business model and its operations at their location
SLA / SOPs	The agreed levels of performance and standard operational procedures within own area of responsibility	Manage team and facilities to deliver results according to agreed levels of performance whilst ensuring standard operating procedures are adhered to
Disruption, incidents & emergencies	How to manage staff and resources to ensure compliance with procedures to mitigate disruption, incidents and emergencies in area of responsibility	Manage staff and resources to ensure compliance with procedures and actions to minimise impact on aviation operations in the event of disruption, incidents or emergencies
Staff performance	The rights and responsibilities of staff and the organisation's systems and procedures for ensuring effective management of staff e.g. recruitment, performance reviews, learning and development, discipline, grievance, industrial relations	Effectively manage all aspects of own staff's performance e.g. recruitment, performance reviews, learning and development, discipline, grievance, industrial relations

Behaviours (Live it)

- Promote and instil the values of the organisation to all colleagues
- Promote a respectful culture embracing diversity and inclusion
- Encourage empowerment, ownership and responsibility within team
- Encourage integrity and accountability within team, leading by example
- Seek and provide feedback to manage continuous development of self, team and processes
- Be technologically astute and keep abreast of industry developments and innovations
- Be vigilant and proactive in embedding a safe, secure and compliant working culture

Specialist: Aviation operations managers must select from ONE of the following specialist functions

- Aircraft handling manager
- Aircraft movement manager
- Fire service watch manager
- Flight operations manager – ATC
- Flight operations manager – Operations
- Passenger operations manager

Specialist function 1: Aircraft handling manager

With an overview of the airports Ramp services, the aircraft handling manager is a key decision maker to ensure the smooth operation of the aviation environment on the ground. Responsibility and accountability for the operation, the requirement to maintain standards of performance and outputs; to the highest standards, exceeding customer requirements and to promote the brand within financial parameters are essential for a high performance aircraft handling operations manager. Remaining calm and professional at all times they will lead by example and take control of situations as they arise, making effective decisions and adapting the operation accordingly.

Payload and zero fuel weight (ZFW), weight & balance Aircraft documentation	The maximum utilisation of available payload, the importance of correct ZFW calculation and constitution, the fundamentals of correct aircraft weight and balance, procedures and processes to plan effectively the necessary resources to ensure sufficient unit load device (ULD) availability and the requirements for and importance of all documentation systems / processes related to aircraft handling operations	Manage, within own remit, maximum payload utilisation in line with organisation's commercial targets, adherence to ZFW, weight and balance in accordance with specific aircraft requirements and the use and maintenance of specialised equipment, including ULDs, in accordance with organisation's policies and procedures and regulatory requirements, finalising in completion of correct documentation
Airside Ramp Operations	All facets of ramp operation and management, including the wider organisation's links to and reliance upon the aircraft handling department	Manage effective ramp operation, including arrival, turnaround and departure, for the organisation, ensuring relevant communication with all other airport stakeholders and government agencies to ensure effectiveness of the whole aviation operation
Aircraft Movements	The procedures and processes for the safe movement of aircraft within own area of responsibility, including how to schedule and handle aircraft to maintain flow and meet required operational standards of performance	Ensure safe movement of aircraft, including effective scheduling and aircraft flow management, in line with stakeholders' operational targets
Manage and coordinate airside handling team members, assets and vehicles – air cargo handling equipment (ACHE)	How to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) within the organisation in line with budgetary and organisational requirements	Manage resources effectively to ensure the efficient running of department in line with organisational procedures

Specialist function 2: Aircraft movement manager

An aircraft movement manager is accountable for the safe and management of the ramp area, ensuring there is sufficient resources to conduct efficient movement and recovery of fixed and rotary wing aircraft and the safety of other team members at a variety of airports/ heliports and other landing platforms within the civil aviation and military arenas. They are accountable for ensuring all their staff are suitably qualified to operate specialised equipment to move aircraft within an aviation environment in accordance with standard operating procedures

Manage the airside movement of aircraft and or vehicles	The procedures and processes for the safe movement of aircraft and / or airside vehicles within own area of responsibility, the requirements of the aviation environment in accordance with standard operating procedures to meet those requirements.	Manage the safe movement aircraft and / or airside vehicles within own area of responsibility, the day-to-day operation of movement teams at airports/ heliports and other landing platforms and movements' specialists, ensuring the execution of activities is in accordance to aviation safety laws and airport procedures
Manage an airside movements team	The procedures and processes to plan and allocate the necessary resources to ensure safe and successful operation of airside movements according to the type of aircraft and aviation environment required	Manage the planning of the required amount of resources according to aircraft type and environment in line with client, aviation environment and organisational requirements and standards and within required timescales
Facilities Management	The complex equipment, tools and facilities required for safe, efficient operation of an airport, relevant modern practices that can support effectiveness and efficiencies and the principles of supervision, organisation, and administration	Ability to analyse and interpret codes and regulations and use information to maximise operational performance when planning, organising and supervising the work of others and setting priorities
Interpersonal Skills Management	Understand the requirements for promoting strong interrelationships with other airport users, including hanger owners, leasing tenants, fixed base operators, business and the general public. Knowledge of local and national regulations and the need for compliance with all regulations including Health and safety	Ability to establish and maintain positive relationships, promoting strong interrelationships with other airport users, including hanger owners, leasing tenants, fixed base operators, business and the general public. Maintains records required under regulations and the need for compliance with all regulations including Health and safety.

Specialist function 3: Fire service watch manager

Work as a Fire service watch manager responsible for the management of a Fire service watch to maintain operational readiness and deal with multi appliance (min. 3 pumps) incidents and emergencies of a structural and aviation nature.

Manage an on duty fire service watch	<p>What information must be given / received when handing over / taking over duty. Principles of leading teams/individuals and providing feedback</p> <p>What the minimum amounts of resources are to run different category Fire Stations</p>	<p>Maintain Fire service workplace activities to meet requirements while maintaining healthy, safe and productive working conditions, including takeover / handover of a duty watch, ensuring sufficient resources are available to manage the watch and recommendations for improvement to work activities are made when necessary</p>
Manage a multi appliance aviation fire & rescue incident	<p>The requirements, procedures and processes for resolving multi appliance aviation fire and rescue operational incidents.</p> <p>How to close down and hand over a multi appliance aviation fire and rescue incident</p>	<p>Plan and implement actions to meet the needs of the incident, lead and resolve a multi appliance aviation fire and rescue operational incident.</p> <p>Close down, hand over and debrief a multi appliance aviation fire & rescue operational incident.</p>
Design and develop a multi appliance training scenario	<p>Know the considerations and requirements to plan a multi appliance training scenario, including resources required and health and safety requirements that must be met to develop team / individual performance</p>	<p>Plan a multi appliance training scenario, applying control measures to ensure a safe training environment and develop team/individual skills and knowledge</p>
Deliver and monitor a multi appliance training scenario	<p>The organisational requirements and processes for the delivery and assessment of training scenarios, including organisational safety requirements to conduct a multi appliance training scenario.</p> <p>How to review and provide appropriate feedback for a multi appliance training scenario</p>	<p>Safely conduct a multi appliance training scenario in accordance with organisational requirements to develop individuals against objectives.</p> <p>Review a multi appliance training scenario and implement any necessary actions in accordance with organisational policy</p>

Specialist function 4: Flight operations manager – Air traffic control (ATC)

The flight operations manager within an air traffic control environment is responsible for airfield management, this will involve the maintenance of all airfield facilities and the monitoring of all airfield driving. They will also provide 2nd line management and leadership to the flight operations team within an air traffic control tower.

Manage Flight Operations - ATC	The procedures and processes for the safe movement of aircraft both airborne within designated airspace and when on the airfield within own area of responsibility	Manage the safe movement aircraft within own area of responsibility whilst airborne within designated airspace and on the airfield
Manage a flight operations team - ATC	The procedures and processes to plan the necessary resources to ensure safe operation of the department and procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department	Manage the planning of the required amount of resources, including the allocation of work to meet the departmental aims
Driving	Rules and regulations for driving specialist vehicles on an airfield, including specific requirements in designated zones airside and landside	Impart knowledge of rules and regulations for driving on an airfield to staff, monitor their performance and ensure compliance with organisation and regulatory requirements
Airfield administration	The legal and administrative requirements to enable the safe flow of air traffic	Manage processes and procedures to ensure completion in a timely manner enabling safe and efficient flow of air traffic

Specialist function 5: Flight operations manager – Operations

The flight operations manager within an operations environment has overall responsibility for the smooth running of the daily flying schedule, turnaround of aircraft, activation of contingency plans and the arrangement of facilities required for outbound and inbound flights. They will also be responsible for the general management of the operations room and its resources

Operations room administration	The requirements for the coordination of air space management	Supply flight crew with aviation safety information
Manage Flight Operations	The procedures and processes to ensure the safe movement of aircraft within own area of responsibility	Manage the safe movement aircraft within own area of responsibility
Planning	The need and processes for flight planning and contingency arrangements to enable the efficient flow of air traffic	Prepare and submit an IFPs approved flight plan. In the event of accident, incident or emergency, select an appropriate diversion air field
Manage a flight operations team	The procedures and processes to plan the necessary resources to ensure safe operation of the department The procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department	Manage the planning and allocation of resources to ensure safe and effective operation of the department in line with objectives and service standards

Specialist function 6: Passenger operations manager

With an overview of the passenger service operation the manager is a key decision maker to ensure the smooth operation of the aviation environment. Responsibility and accountability for the operation, the requirement to maintain standards of performance and outputs, exceed customer requirements and promote the brand within financial parameters are essential for a high performance passenger operations manager. Remaining calm and professional at all times the passenger operations manager will lead by example and take control of situations as they arise, making effective decisions and adapting the operation accordingly.

Travel documentation	The requirements for travel documentation, implications and consequences for not controlling documentation, and how to source up to date information on regulations and legislation, what information will be communicated from external sources and how to communicate this to staff and passengers	Manage travel documentation to ensure compliance with organisational and legal regulations, investigate service failures and errors recommending and taking appropriate action, liaising with stakeholders, including monitoring of systems and procedures, reports on failures and rejected travellers
Check in	How to manage check in to meet passenger, operator and local requirements, regulations and agreed levels of service including passenger compliance requirements for security and dangerous goods	Work with check in team, senior management and other stakeholders as required, making effective decisions to maintain operational standards and commercial performance, customer satisfaction and address check in issues, e.g. late check ins, overbooking, complaints, customer issues, excess baggage and special requests and requirements
Operational performance	How to manage passenger facilities to maintain customer experience, procedures for managing incidents both in the terminal and on an aircraft, on the ground and the potential implications for internal and external stakeholders of decisions that are made which affect the aviation operation	Manage terminal facilities in line with organisational procedures; anticipate the impact of external influences on aviation operation, to meet customer expectations within operational restrictions. Communicate with all relevant stakeholders when decisions which may affect the aviation operation need to be made, ensuring commercial output and minimising disruption and manage major incidents and accidents both in the terminal and on an aircraft on the ground
Service performance	Know the performance service standards for department and how these should be managed in own area of responsibility, organisation's procedures and requirements for addressing media outlets, maintaining brand and operational standards and how local regulations, travel advisories and geo-political climates may impact upon aviation operations	Monitor performance against standards, investigating and addressing poor performance, anticipating future trends and adapting products and procedures to ensure consistent performance, maintain brand standards and anticipate and manage changes to aviation operations as a consequence of external factors and ensure effective communication with customers

Annex B: Independent end assessors

An independent end assessor assesses the observation, facilitates the professional discussion and may invigilate the written exam required in the independent end assessment. They are appointed and approved for the purposes of conducting end-point assessment by an independent assessment organisation. This individual must be someone who has nothing to gain from the outcome of the assessment and must not have been involved in the training, on programme assessment or line management of the apprentice.

At any time the assessor is conducting independent end assessment they are acting on behalf of, and are subject to the procedures dictated by, the assessment organisation. To ensure consistent and reliable judgements are made, independent end assessors will be subject to rigorous quality assurance, proportionate to their experience and performance over time. Assessment organisations must develop a quality assurance model based around the White, Red, Amber, Green (WRAG) system to ensure new or poorly performing assessors have additional support and quality assurance checks, and those with a proven track record of high quality performance in assessment can be quality assured with a smaller sample of assessments. All assessors must take part in regular standardisation activities as laid out by the assessment organisation.

In situations where practicality dictates an assessor from the employer's workforce, such as an apprentice on deployment or in a restricted area, the assessor will be appointed by the assessment organisation in consultation with the employer. If the assessor does not hold an assessment qualification they must have their assessments quality assured by a suitably qualified and experienced member of the employer's workforce. This assessment is subject to additional quality assurance from the assessment organisation. During the assessment the assessor is acting solely on behalf of the assessment organisation.

This section specifies the mandatory criteria for independent end assessors and includes:

- ✓ Assessment organisation will design and conduct training for independent end assessors. This must not prescribe mandatory qualifications, but can state acceptable qualifications for guidance, such as appropriate units of the Training Assessment Quality Assurance qualification as prescribed by the assessment organisation.
- ✓ Quality assurers must hold a relevant quality assurance qualification as prescribed by the assessment organisation, such as appropriate units of the Training Assessment Quality Assurance
- ✓ Specific occupational competence of independent assessors, requirements for training and development including continuous professional development

a) Occupational Expertise of Independent End Assessors

The requirements set out below relate to all aviation independent end assessors. Independent end assessors must:

- ✓ Have excellent knowledge and understanding of the apprenticeship standard as set out in the industry set assessment evidence and methodology
- ✓ Has been trained in independent end assessment to the standard required by the assessment organisation
- ✓ Have relevant occupational expertise and knowledge, at the relevant level of the occupational area(s) they are assessing, which has been gained through 'hands on' experience in the industry.

- ✓ Practice standardised assessment principles.
- ✓ Have sufficient resources to carry out the role of independent end assessor i.e. time and budget
- ✓ Hold qualifications, or have undertaken training, that has legislative and technical relevance to the aviation operative apprenticeship standard
- ✓ Update their occupational expertise and industry knowledge in the areas being assessed through planned Continuous Professional Development

b) Continuous Professional Development for Independent End Assessors

Independent end assessors also need to have occupational knowledge and skills, current and updated, to show they can understand up to date techniques and methods used in today's aviation operations.

It is necessary for independent end assessors to maintain a record of evidence of their continuous professional development (CPD). This is necessary to maintain currency of skills and understanding of the occupational area(s) being assessed, and can be achieved in a variety of ways. It should be a planned process, reviewed on an annual basis, for example as part of an individual's performance review.

Independent assessors should select CPD methods that are appropriate to meeting their development needs. The following provides an example of a variety of methods that can be utilised for CPD purposes.

Updating occupational expertise

- ✓ Internal and external work placements to gain 'hands on' experience
- ✓ Work experience and shadowing
- ✓ External visits to other organisations
- ✓ Updated and new training and qualifications
- ✓ Training sessions to update skills, techniques and methods
- ✓ Visits to educational establishments
- ✓ Trade fairs

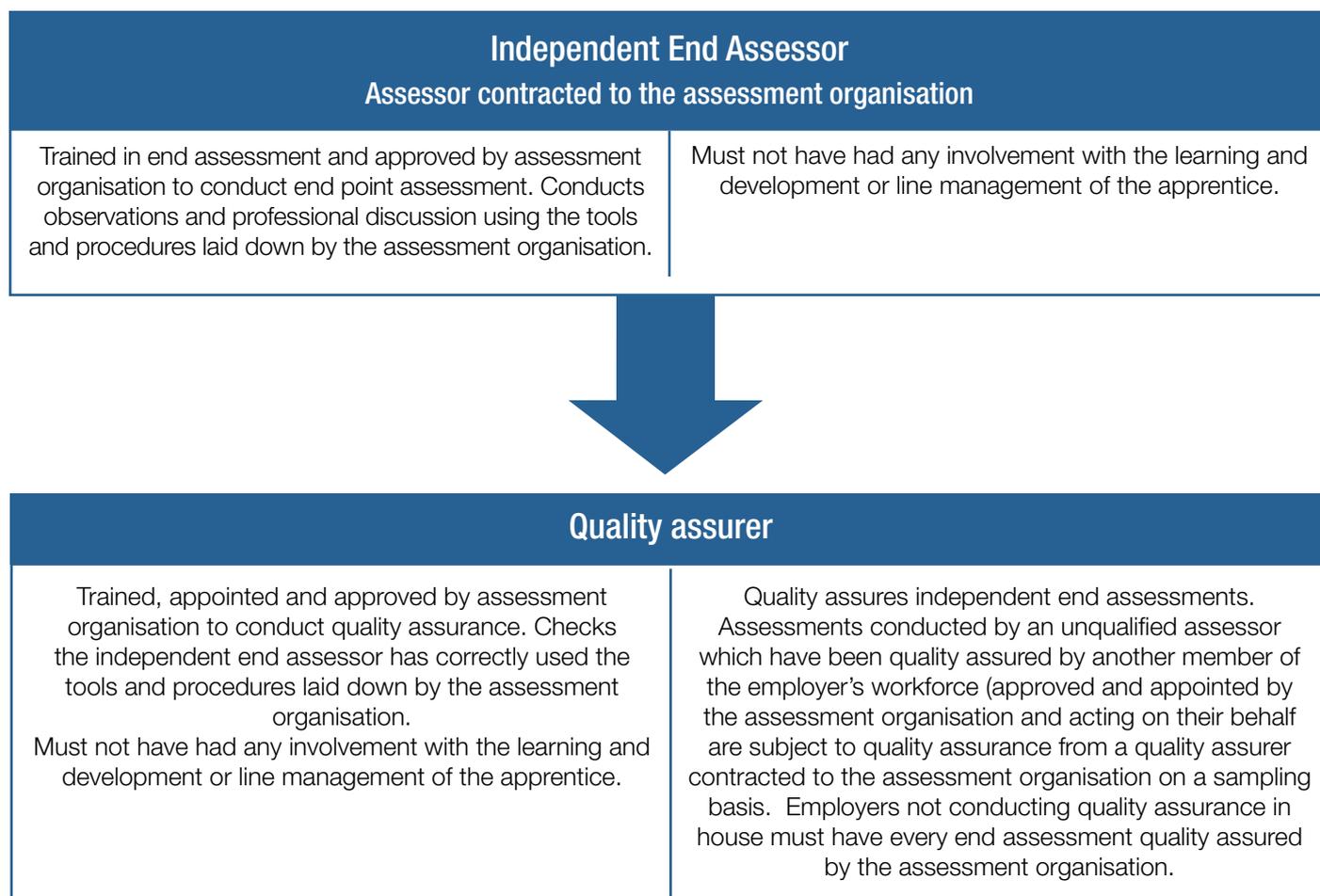
Keeping up to date with sector developments and new legislation

- ✓ Relevant sector websites and twitter feeds
- ✓ Membership of professional bodies and trade associations
- ✓ Papers and documents on legislative change
- ✓ Seminars, conferences, workshops, membership of committees/working parties
- ✓ Networking events
- ✓ Staff development days

Standardising and best practice in assessment

- ✓ Regular standardisation meetings with colleagues
- ✓ Sharing best practice through internal meetings, news-letters, email circulars, social media
- ✓ Comparison of assessment and verification in other sectors

Example flow chart of independent end assessment:



Annex C: Written exam specification

A question bank will be developed and piloted by assessment organisations. It is strongly recommended that in line with Ofqual mandatory requirements for vocational qualifications, questions are developed in consultation with a representative employer group. The questions will be scenario based requiring the apprentice to demonstrate reasoning and joined up thinking, demonstrating synoptic performance against the standard. There will be two, one hour tests for each apprentice. The first will be based around questions relating to the core section of the standard, the second to their selected specialist function. The coverage requirements for the exams can be found on the following pages.

The assessments will be an objective written exam. Each will have approximately four short and two long answer questions. The questions will cover the competencies listed below for both the core and relevant specialist function. Some questions will require the apprentice to consider a course of action or solution to a situation / problem based on a 'real-life' workplace activity in line with the identified requirements of the standard, permitting them the opportunity to reference the application of skills and behaviours from real life examples in addition to recalling knowledge.

Questions will be written using the language and tone expected for the level of standard. Apprentices taking the tests will be given a proportional sample of these questions which reflect general coverage of the standards to demonstrate competence within the given time constraints. Each test must be at least passed, with the grade defined by performance in the specialist function test. Tests will be graded on performance as follows:

Core test paper %	Grade of written exam
0-59	Fail
60-100	Pass
Core test paper %	Grade of written exam
0-59	Fail
60-69	Pass
70-79	Merit
80-100	Distinction

Each written exam will last for 60 minutes. Apprentices will complete their tests away from the day to day pressures of work and in a 'controlled' environment, which may be on or off the employers' premises. The definition of a 'controlled environment' will be clearly defined and explained by the independent end assessor in line with arrangements prescribed by the assessment organisation, prior to scheduling the test and will include environmental requirements such as lighting, space, privacy and the requirements for an invigilator.

Assessment organisations must ensure the written exam can be downloaded and completed offline to allow for use in non-standard situations, such as on deployment.

Results should be provided within 35 working days of the exam being received by the assessment organisation.

Written exam content:

Section	Content from which questions should be derived on a sampling basis
Core	<ul style="list-style-type: none"> • Statutory requirements for health and safety in an aviation environment • Statutory requirements for employment, equality and diversity • Principles of leadership • Principles of management • Principles of effective communication • Industry regulations relating to aviation operations, including passenger and cargo requirements, security procedures and dangerous goods • Industry regulations relating to caa, maa and dft • Dft threat levels: critical/severe/substantial/moderate/low • The requirements for compliance in the aviation environment • Which procedures must be followed to ensure compliance • The impact of not following procedures and ensuring compliance • The impact of the aviation operation on the environment • Environmental controls in the aviation operation • Principles of standard operating procedure design • Importance of ensuring standard operating procedures are adhered to • How to ensure team members are aware of and adhere to compliance and legislation requirements • Action to take in the event of non-compliance • Relevant aviation guidelines, procedures and standard phrases • How to identify, analyse and accurately describe problems in the aviation environment relating to incidents and emergencies • The importance of selecting the most appropriate methods to deal with incidents and emergencies, including time plans • Principles of staff recruitment, performance management, training needs analysis, discipline, grievance and industrial relations • How to motivate staff to achieve team and organisational objectives • How to recognise, address and reduce conflict within the team • Impact of aviation operations on the environment and measures which can be taken to reduce the impact • How to keep competence up to date
Aircraft handling	<ul style="list-style-type: none"> • Leading and delegating complex aviation tasks to include disruptions • Aircraft handling certification, regulation & legislation • Responsibility and accountability for the operation • Maintenance and improvement of performance standards • Exceeding customer requirements • Service level agreements and financial implications • Emergency contingency planning and exercise • Maximum utilisation of available payload, the importance of correct ZFW calculations and constitution • Fundamentals of correct aircraft weight & balance • Requirements for aircraft load utilisation

- Outlining detail to processes relating to aircraft departure and arrival documentation
- Oversight of all aspects of the ramp operation including third-party service level agreements
- Effective management of on time and ground time performance
- Safety practices and procedures
- Management of air cargo and associated equipment
- Management of organisational PPE
- Accident and incident investigation and reporting relating to aircraft handling
- Importance of tool control
- Effective management of the maintenance of ground service equipment
- Effective management of environmental matters and issues
- Reporting of serviceability issues of equipment on or around the aircraft
- Management of bulk and/or ULD load on and off aircraft
- Effective people management and training

Aircraft movement

- Describe rules applying to aviation conditions including, runways, taxiways, apron, roadways, adverse weather conditions, surface water; ice, slush, snow, presence of birds and wildlife, presence of foreign objects and obstructions
- Describe the use of aviation systems including, lighting systems, marking systems, landing systems, power systems and emergency equipment
- Understand Civil and military licensing and inspection procedures
- Describe what emergency equipment is available and your organisation's procedures for ensuring serviceability including fire categories
- Explain your organisation's procedures for clearing airfield surfaces including winter operations
- Explain relevant legislation for aviation within your area of responsibility
- Describe standard safety and working practices in relation to airfield operations including cleaning or sweeping, snow clearance, ice clearance, surface repairs, systems and equipment, installation and repairs, marking operations, putting up and maintaining signs and building works
- Understand CAA and local guidance on Airside Safety Management
- Know how to carry out risk assessments
- Know how to assess human factor risks
- Understand the dangers of airside hazards: vehicles striking people, inappropriate manual handling; slips, trips and falls; falls/ working at height, moving aircraft, live aircraft engines, noise, machinery, hazardous substances and inadequate/poor lighting
- Understand the relevant UK laws that apply to aviation in your area
- Explain the role of the regulatory bodies such as Civil Aviation Authority, Health and Safety Executive, Department of Transport (DfT)
- Describe the purpose and benefits of working with other person(s) to achieve agreed goals and objectives
- Explain the situations in which supervision of others can achieve positive outcomes
- Define the different methods of communication and when to use them within the team
- Explain when it is essential to communicate with others in the team
- Clarify the purpose and benefits of work goals and plans
- Describe how to schedule activities and resources for the team
- Explain the situations in which team members might need support and how to provide this
- Define the purpose of work assessment
- Explain how to assess the work of teams and team members

Fire service

- Identify the legislation and external regulations and requirements that impact your work when managing a duty watch at an operational incident, training event and daily workplace activities.
- Identify Hazards, Risks and Control Measures affecting people within the workplace and the environment.
- Identify the legal requirements for maintaining a healthy, safe and productive work environment and how to monitor work conditions to ensure they meet health and safety requirements.
- Principles and requirements of how to make and apply decisions based on the assessment of risk and apply control measures.
- Requirements for planning, monitoring, assessing and providing feedback of work activities.
- Principles of effective communication when managing a duty watch at an operational incident, training event and daily workplace activities.
- Requirements for planning prioritising and setting objectives at an operational incident, training event and daily workplace activities.
- The requirements of regularly reviewing work at an operational incident, training event and daily workplace activities.
- Requirements to solve problems make decisions and plan for contingencies.
- Requirements for providing feedback to Watch members.
- Requirements for ensuring safe work activities for Watch members.
- The principles of fair and objective assessment of an operational incident, training event and daily workplace activities.
- The principles and requirements of confidentiality at an operational incident, training event and daily workplace activities.
- Identify how to plan and prioritise work, including time management of an operational incident, training event and daily workplace activities.
- Sources and availability of information at an operational incident training event and daily workplace activities.
- Identify capabilities and limitations of personal and equipment.
- Principles and requirements of evidence preservation.
- Principles the Incident Command System and scene management.
- Roles and responsibilities within the Incident Command System.
- Roles, responsibilities and limits of authority of self, others and other agencies in the workplace.
- Requirements for availability, operational readiness and response of human and physical resources
- Requirements for conducting debrief, and review of performance.
- Requirements for ensuring yours and watch members records are in the agreed format, accurate, complete, legible and available to authorised users
- Team and organisational constraints which influence the planning of development activities.
- Principles and requirements to develop realistic and achievable training scenarios for teams and individuals both in the short, medium and long term.
- Requirements and principles for motivating and encouraging Watch members.
- Requirements to monitor work activities and take corrective action to ensure requirements are being met.
- Requirements to assess current working conditions/practises and identify possible areas for improvement.
- Requirements to collect and check the validity of information

Flight operations – ATC

- Environmental conditions which affect the airfield, day & night, as well as systems used to maintain control over the airfield incl. driving.
- Civil, Military and local procedures.
- Methods of communication including those relating to airfield serviceability.
- Conforms to the Department Of Transport National Aviation Security programme.
- Lead, communicate and motivate a team effectively.
- The benefits of developing the individual to enhance the team.
- The purpose and benefits of working towards agreed goals.
- How to incorporate feedback into the work of the team and its benefits.
- How to allocate activities and resources according to the strengths, abilities and potential of the team.
- The purpose of agreeing quality measures in work assessment and its benefits.
- Situations in which team members might need support, problems and disagreements which may occur and how to resolve them.
- Organisational and regulatory standards for operational condition of vehicles.
- Authorisation and licences needed to drive vehicles on the airfield, including currency management.
- Airside areas in relation to licence categories.
- Aviation hazards including moving aircraft.
- Airside P.P.E.
- Airside accidents and emergency including cause and effect.
- Types of airside vehicles.
- Airside security procedures and regulations in relation to driving.
- Standard safety and working practices in an airfield environment.
- Relevant legislation including Air Navigation Orders and Regulations

Flight operations – Operations

- Relevant legislation in relation to flight control operations including referencing sources for compliance with national and international rules along with their military equivalent.
- Navigation and landing aids including visual and decision heights.
- Aviation meteorology and its effects on flight operations.
- Monitor, maintain and update aviation reference sources both internal and external as well as regulatory requirements.
- Route planning and all factors to be taken into consideration.
- The importance of systems and procedures such as: - Communications, information processing, documentation, reference sources, handover procedures and quality assurance.
- What constitutes operational standards, the role and function of government and international agencies.
- How to manage change.
- Flight control operations including all factors to be considered.
- All operational information on factors which can have an effect on flight operations (internal & external) including maintenance and planning.
- Relevant parties (internal & external) and the governing legislation involved in flight operations.
- Reference sources for compliance with national & international agencies including ICAO, IATA and CAA.
- Relevant legislation in relation to flight operations control and aeronautical facilities.
- Diversions and selection of alternates including diplomatic clearance procedures.
- Weather conditions in relation to aircraft landing minima, decoding of formatted weather information including airport equipment, ground procedures and equipment.
- Navigation and landing aids including DME, VOR, GPS & ILS

Passenger handling

- Leading and delegating complex aviation tasks to include disruptions
- Passenger handling certification, regulation & legislation
- Responsibility and accountability for the operation
- Maintenance and improvement of performance standards
- Exceeding customer requirements
- Service level agreements and financial implications
- Emergency contingency planning and exercise
- Maximum utilisation of seat and availability and cost implications
- Fundamentals of correct aircraft passenger head counts
- Outlining detail to processes relating to aircraft departure and arrival documentation
- Oversight of all aspects of the passenger operation including third-party service level agreements
- Effective management of on time and ground time performance
- Safety practices and procedures
- Management of passengers with reduced mobility and additional needs
- Management of organisational PPE
- Accident and incident investigation and reporting relating to passenger handling
- Security breach handling
- Procedures relating to Health & Safety Regulations and commercial implications of non-compliance to acceptance of baggage & cargo regulation
- Effective management of the maintenance of passenger handling equipment & IT systems
- Effective management of environmental matters and issues including waste management
- Effective people management and training

Annex D: Reflective essay and log of professional competence specification

The apprentice will demonstrate their competence in the workplace on a daily basis, covering a range of tasks and dealing with different client needs. From an assessment perspective this means that any given day or time will allow some observation; however, it is likely this will be a narrow window into the performance of the apprentice. In order to overcome this potential barrier, the apprentice will be required to produce a log of professional competence, a collection of evidence which will showcase their competence over the range of the standard. The log must be accompanied by a reflective essay to demonstrate the apprentice's ability to evaluate and review their own performance.

Apprentices will use the template provided by their chosen assessment organisation to ensure they collect real work evidence to demonstrate their competence across the standard. This collection process should be learner led, but employer support is encouraged to assist the apprentice's understanding of requirements. Evidence should follow the synoptic approach, i.e. not concentrate on ticking individual boxes, but showing an overview of the process. The log will cover all elements of the standard (core plus relevant specialist function).

Examples of work based evidence may include observation records, call recordings, copies of client briefs and bookings made, performance reviews and feedback. Candidates also have the opportunity to submit presentations, which may be pre-recorded, or suggest other imaginative methods of demonstrating their competence. Apprentices should ensure the template is fully completed to ensure competence across the standard. Evidence may be stored in electronic format and signposted as long as the independent end assessor has access to any and all of it prior to and during the professional discussion.

The work based evidence in the log may be reference evidence demonstrating competence from the duration of the apprenticeship but it must only be assessed by the independent end assessor. Once submitted the independent end assessor will have the opportunity to discuss the log with the apprentice to ensure understanding and, where necessary, request additional evidence prior to the professional discussion.

The reflective essay and log of competence will be graded by the independent end assessor against grade descriptors which will be developed by assessment organisations and available to apprentices in advance of commencing the reflective essay. Grading criteria should reference the Quality Assurance Agency for Higher Education (QAA) [Access to Higher Education Grading scheme handbook](#). As a general guide to performance at each level:

A pass candidate will competently perform their role demonstrating application of the knowledge, skills and behaviours set in the standard in line with company and regulatory requirements and ensuring customer satisfaction.

A merit candidate, in addition to meeting the pass criteria, will demonstrate confidence and self-motivation in their role will look for opportunities for self-development, deal with problems as they arise and seek to exceed customer expectations in line with business objectives.

A distinction candidate, in addition to meeting the pass and merit criteria, will consistently perform above the required level for the role, have excellent self and time management skills, seek and take opportunities to share knowledge and develop others when the opportunity arises and deliver excellent customer experiences within the confines of the aviation operations environment.

Annex E: Professional discussion specification

The professional discussion is a structured discussion between the apprentice and their independent end assessor. The employer may be invited to the meeting if the assessor is external to the organisation to assist in contextualising the discussion if required. The independent end assessor should be the same person who conducted the review of the log of professional competence. It allows the independent end assessor to ask the apprentice questions in relation to:

- ✓ The period of learning, development and continuous assessment
- ✓ Coverage of the standard
- ✓ Personal development and reflection

The apprentice will be informed of the requirements prior to the discussion, and will refer to any relevant work place evidence which they can provide in advance at the request of the independent end assessor. The discussion must be appropriately structured to draw out the best of the apprentice's energy, enthusiasm, competence and excellence.

The professional discussion will be conducted in a 'controlled environment' i.e. a quiet room, away from the normal place of work. Where the discussion is not face-to-face independent end assessors must ensure adequate controls are in place to maintain fair and accurate assessment. A standard template supplied by the assessment organisation which can be contextualised by the independent end assessor for each assessment will be used, to ensure that standards are secure but interviewers are able to focus on key areas for confirmation of performance and effective appraisal of the evidence base. This will ensure that consistent approaches are taken and that all key areas are appropriately explored. The professional discussion will be planned in advance to allow for quality assurance and the apprentice will be given the template in advance so they are able to prepare responses and additional evidence.

In order to achieve the professional discussion the apprentice will demonstrate their competence by providing context and responses around key areas of the standard. The primary focus of the professional discussion will be around the knowledge and skills in the apprentice's specialist function as well as the behaviours. If the independent end assessor has identified any areas of the core which have not been fully covered in the reflective essay they have the opportunity to include them in the professional discussion. The professional discussion will be graded according to the criteria below. The apprentice may explain how they have achieved these knowledge, skills and behaviours in their workplace, using supporting documentation as appropriate. Once the assessor is satisfied the apprentice knows, shows and lives these sections on a consistent basis they will conclude the discussion.

The professional discussion will typically last two hours and will be scored by the independent assessor using the template designed and supplied by the assessment organisation. The template will record full details of all marks applied (and evidence referenced) by the assessor. The professional discussion may be conducted using technology such as video link, as long as fair assessment conditions can be maintained.

Annex F: Grading criteria for professional discussion

Annex F(iv)	In order to pass the professional discussion apprentices will demonstrate ALL of the following during the professional discussion.
Coverage	The apprentice's professional discussion should focus across the whole standard and reference the detail contained within the employer occupational brief for the aviation operations manager. In order to pass the apprentice will explain, using examples, how they perform to the standards required. This may incorporate the use of additional documentation / working examples from the log of competence.
In order to pass an apprentice will:	<ul style="list-style-type: none"> • Clearly articulate examples from the workplace relevant to evidencing competence across the standard • Explain why it is essential to instil the importance of company vision, values, empowerment and following procedures to staff • Provide examples of how staff are managed effectively, including motivation and development of teams and individuals • Provide reasoned examples of how the aviation department operates efficiently • Explain the importance of keeping up to date with current industry regulations and provide examples of how this has been achieved • Provide an overview of how the aviation department meets the needs of the business and customer • Provide evidence to show they have been part of the effective planning and review in the team • Describe how the aviation department meets regulatory requirements • Evidence effective day to day management of the team / department and how these lead to customer satisfaction and ensure business performance • Provide an effective evaluation of own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated • Demonstrate how feedback has been sought from managers and stakeholders and how this has been effectively dealt with



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