Highfield Level 3 End-Point Assessment for ST0330 Security First Line Manager

End-Point Assessment Kit

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EPA-Kit

Contents

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How to Use this EPA Kit

Welcome to the Highfield End-Point Assessment Kit for the Security First Line Manager Apprenticeship Standard.

Highfield is an independent end-point assessment organisation that has been approved to offer and carry out the independent end-point assessments for the Level 3 Security First Line Manager Apprenticeship Standard. Highfield internally quality assures all end-point assessments in accordance with its IQA process, and additionally all end-point assessments are externally quality assured by the relevant EQA organisation.

The EPA kit is designed to outline all you need to know about the end-point assessments for this standard and will also provide an overview of the on-programme delivery requirements. In addition, advice and guidance for trainers on how to prepare apprentices for the end-point assessment is included. The approaches suggested are not the only way in which an apprentice may be prepared for their assessments, but trainers may find them helpful as a starting point.

Key facts	
Apprenticeship standard:	Security First Line Manager
Level:	3
On Programme Duration:	Typically 18 months
End-Point Assessment Window:	Expected to be carried out within first 3 months
Grading:	Pass/distinction
End-Point Assessment methods:	Observation
	Presentation
	Synoptic Assessment Interview

In this kit, you will find:

- an overview of the standard and any on-programme requirements
- a section focused on delivery, where the standard and assessment criteria are presented in a suggested format that is suitable for delivery
- guidance on how to prepare the apprentice for gateway
- detailed information on which part of the standard is assessed by which assessment method
- suggestions on how to prepare the apprentice for each part of the end-point assessment
- a section focused on the end-point assessment method where the assessment criteria are presented in a format suitable for carrying out 'mock' assessments

Introduction

Standard overview

Security First Line Managers will be competent in supervising people and activities in line with regulatory requirements; undertaking security risk assessments; providing security advice to others; understanding threat, vulnerability and risk; security methods, operations and activities; incident management and planning; stakeholder management; business communications and data security management within role(s) such as Ministry of Defence, Transport and Border Security and Private Security Industry. Understanding the threat, vulnerability and risk on a local, national and international security basis, and how to respond accordingly.

On-programme requirements

Although learning, development and on-programme assessment is flexible and the process is not prescribed, the following is required to achieve full competence in line with the Security First Line Manager standard:

- A portfolio of evidence will be created against the learning outcomes outlined in the 'Delivering the standards' section of this EPA kit. This will cover Standard Areas 1, 2, 4, 5, 8, 9, 11, 12 and Core Behavioural Competencies. The portfolio of evidence will typically contain examples of the following in an online format containing written, audio or video evidence of:
    - written statements
    - reports
    - assessments and findings
    - presentations
    - performance reviews between line manager and apprentice
    - observations recorded by the training provider
    - continuing professional discussions between the apprentice and the training provider relating to assignments recorded by the training provider
    - feedback from the line manager, peers, customers and other stakeholders.
    - work artefacts and products of performance related to the standard

The portfolio must be accompanied by a portfolio matrix. This can be downloaded from our website. The portfolio matrix must be fully completed, including a declaration by the employer and the apprentice to confirm that the portfolio is valid and attributable to the apprentice.

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The portfolio of evidence must be submitted to Highfield at gateway. It is not directly assessed but forms the basis of the Synoptic Assessment Interview.

The Synoptic work-based project:
- A synoptic work-based project will be conducted over the period of the apprenticeship and is designed to meet the learning outcomes identified in 'Delivering the standards' section of this EPA kit. It will cover Standard Areas 3, 6, 7 and 10. It is expected that the work-based project will include evidence of the following activities:
    - Area 3 Risk Management - Conducting a security and threat assessment against the security provision provided to protect property, people and premises, identifying risks and areas that require improvement
    - Area 6 Improvement Planning and Performance - Developing an improvement plan based on the security and threat assessment conducted, clearly outlining recommendations and the stakeholders that this would be presented to.
    - Area 7 Compliance Management - Researching the regulations that govern Security on a National Scale and identify how they impact the security provision in own area of responsibility. To review the business continuity plans for own area of responsibility, identifying how the security provision supports this, making recommendations for improvement if non-compliance or risk is found.
    - Area 10 Operational Management - Researching organisation vision, mission and objectives and identify how the security provision supports this. Conduct a security provision benchmarking exercise and applying policies and processes that are in place, identify areas for improvement in order to meet stakeholder expectations

Evidence of activities and learning undertaken will be included in the work-based project. These will include:
- Risk assessments
- Improvement plans
- Implementation plans
- Recommendations, assessment and findings
- Witness testimonies

This will enable the apprentice to prepare for the end-point assessment where they will demonstrate how they have applied their knowledge and skills during the activities involved in the work-based project. The apprentice will then present their findings during the apprentice presentation.

The training programme leading to end-point assessment should cover the breadth and depth of the standard using suggested on-programme assessment methods that integrate the knowledge, skills and behaviour components, and which ensure that the apprentice is sufficiently prepared to undertake the end-point assessment. Training, development and ongoing review activities should include:

- achievement of level 2 English and maths. If the apprentice began their apprenticeship training before their 19th birthday, they will still be subject to the mandatory requirement to study towards and achieve English and maths. The requirements for English and maths are optional for apprentices aged 19+ at the start of their apprenticeship training.

Use of Artificial Intelligence (AI) in the EPA

Where AI has been used as part of the apprentice's day-to-day work and forms part of a project report, presentation, or artefact, it should be referenced as such within the work. AI must not be used to produce the report or portfolio.

Where AI has been used as part of a portfolio that underpins an interview or professional discussion or any other assessment method, it should be fully referenced within the portfolio.

Readiness for end-point assessment

In order for an apprentice to be ready for the end-point assessments:

- the apprentice must have achieved level 2 English and maths. The requirements for English and maths are mandatory for all apprentices aged between 16-18 at the start of their apprenticeship training. The requirements for English and maths are optional for apprentices aged 19+ at the start of their apprenticeship training.
- the employer must be confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard. To ensure this, the apprentice must attend a formal meeting with their employer to complete the gateway readiness report.
- the apprentice will be required to bring to the gateway meeting their portfolio of evidence and their work-based project.
- the apprentice and the employer should then engage with Highfield to agree a plan and schedule for each assessment activity to ensure all components can be completed within the first 3 months following the gateway decision and completed within 1 month of the first method starting. Further information about the gateway process is covered later in this kit.

If you have any queries regarding the gateway requirements, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Order of end-point assessments

There are 3 assessment activities for the security first line manager end-point assessment. The observation, presentation and synoptic assessment interview may be undertaken in any order.

The Highfield Approach

This section describes the approach Highfield has adopted in the development of this end-point assessment in terms of its interpretation of the requirements of the end-point assessment plan and other relevant documents.

Documents used in developing this end-point assessment

Standard (2018)

https://www.instituteforapprenticeships.org/apprenticeship-standards/security-first-line-manager-v1-0

End-point assessment plan (2018 ST 0330/AP01)

https://www.instituteforapprenticeships.org/media/2352/st0330_security-first-line-management_l3_ap-for-publication_15102018.pdf

Specific considerations

Behavioural competencies criteria B2, B5, and B6 can be achieved via either the synoptic assessment interview or the observation. The learner will have the opportunity to demonstrate these criteria in both assessment methods, however, if the learner showcases sufficient evidence for one or all of these criteria in the observation, it need not be assessed again in the synoptic assessment interview, and vice versa.

Gateway

How to prepare for gateway

After apprentices have completed their on-programme learning, they should be ready to pass through 'gateway' to their end-point assessment.

Gateway is a meeting that should be arranged between the apprentice, their employer and training provider to determine that the apprentice is ready to undertake their end-point assessment. The apprentice should prepare for this meeting by bringing along work-based evidence, including:

- customer feedback
- manager statements
- witness statements
- work artefacts and products of performance that are related to their achievement of the standard

In advance of gateway, apprentices will need to have completed the following. The requirements for English and maths listed below are mandatory for all apprentices aged between 16-18 at the start of their apprenticeship training. The requirements for English and maths listed below are optional for apprentices aged 19+ at the start of their apprenticeship training.

- A portfolio of evidence created against the learning outcomes identified Areas 1, 2, 4, 5, 8, 9, 11, 12 and Core Behavioural Competencies.
- A synoptic work-based project will be conducted over the period of the apprenticeship and is designed to meet the learning outcomes identified in Areas 3, 6, 7 and 10 of the standard
- Achieved level 2 English
- Achieved level 2 maths

Therefore, apprentices should be advised by employers and providers to gather this evidence and undertake these qualifications during their on-programme training. It is recommended that employers and providers complete regular checks and reviews of this evidence to ensure the apprentice is progressing and achieving the standards before the formal gateway meeting is arranged.

The portfolio of evidence and the completed work-based project should be reviewed by the employer. The training provider can be consulted by the employer but the final decision as to whether the apprentice is ready for gateway will be made by the employer. Both of these documents should be submitted to Highfield Assessment as part of the Assessment Gateway process. This can be submitted in any format i.e. uploaded via e-portfolio. Access must be given to Highfield to only the learners who have been put forward for end-point assessment.

A portfolio matrix sheet is available to download from the Highfield Assessment website.

This Portfolio of Evidence will be reviewed by Highfield Assessment and the content will form the basis of the Synoptic Assessment Interview.

Portfolio of Evidence

The portfolio of evidence will typically contain examples of the following in an online format containing written, audio or video evidence of:
- written statements
- reports
- assessments and findings
- presentations
- performance reviews between line manager and apprentice
- observations recorded by the training provider
- continuing professional discussions between the apprentice and the training provider relating to assignments recorded by the training provider
- feedback from the line manager, peers, customers and other stakeholders.
- work artefacts and products of performance related to the standard

Synoptic Work-Based Project

Completion of the work-based project will enable the apprentice to prepare for the end-point assessment where they will demonstrate how they have applied their knowledge and skills during the activities involved in the work-based project. The apprentice will then display their findings during the apprentice presentation which must be compiled and created after gateway and submitted to Highfield within one month of the apprentice passing gateway and a minimum of 7 days before the presentation is set to take place.

It is expected that the work-based project will include evidence of the following activities:

- Area 3 Risk Management
    - Conducting a security and threat assessment against the security provision provided to protect property, people and premises, identifying risks and areas that require improvement
- Area 6 Improvement Planning and Implementation
    - Developing an improvement plan based on the security and threat assessment conducted, clearly outlining recommendations and the stakeholders that this would be presented to.
- Area 7 Compliance Management
    - Researching the regulations that govern Security on a National Scale and identify how they impact the security provision in own area of responsibility. To review the business continuity plans for own area of responsibility, identifying how the security provision supports this, making recommendations for improvement if non-compliance or risk is found.
- Area 10 Operational Management
    - Researching organisation vision, mission and objectives and identify how the security provision supports this. Conduct a security provision benchmarking exercise and applying policies and processes that are in place, identify areas for improvement in order to meet stakeholder expectations.

Evidence of activities and learning undertaken will be included in the work-based project. These will include:

- risk assessments
- improvement plans
- implementation plans
- recommendations, assessment and findings
- witness testimonies

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The gateway meeting

The gateway meeting should last around an hour and must be completed on or after the apprenticeship on-programme end date. It should be attended by the apprentice and the relevant people who have worked with the apprentice on-programme, such as the line manager/employer or mentor, the on-programme trainer/training provider and/or a senior manager (as appropriate to the business).

During the meeting, the apprentice, employer and training provider will discuss the apprentice's progress to date and confirm if the apprentice has met the full criteria of the apprenticeship standard during their on-programme training. The **Gateway Readiness Report** should be used to log the outcomes of the meeting and agreed by all 3 parties. This report is available to download from the Highfield Assessment website.

The report should then be submitted to Highfield to initiate the end-point assessment process. If you require any support completing the Gateway Readiness Report, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Please note: a copy of the standard should be available to all attendees during the gateway meeting.

Reasonable adjustments and special considerations
Highfield Assessment has measures in place for apprentices who require additional support. Please refer to the Highfield Assessment Reasonable Adjustments Policy for further information/guidance.

ID requirements
Highfield Assessment will need to ensure that the person undertaking an assessment is indeed the person they are claiming to be. All employers are therefore required to ensure that each apprentice has their identification with them on the day of the assessment so the end-point assessor can check.

Highfield Assessment will accept the following as proof of an apprentice's identity:

- a valid passport (any nationality)
- a signed UK photocard driving licence
- a valid warrant card issued by HM forces or the police
- another photographic ID card, e.g. employee ID card, travel card, etc.

The Security First Line Manager Apprenticeship Standard

The following pages contain the security first line manager apprenticeship standard and the assessment criteria in a format that is suitable for delivery.

Area 1 - Health and Safety	
Knowledge	**Skills**
Assessing and Controlling risks in relation to Health and Safety K1 Have complete understanding of current health and safety regulations, with a view to minimising health and safety risks and hazards to health and wellbeing, relevant to the Security Context/ Environment in which you operate e.g. private Security Industry, MOD, Event Security, 'in–house', Dept for Transport.	Application of Health and Safety legislation in a security environment S1 Application of health and safety policies and practices, ensuring compliance with all legislation and regulations whilst minimising risks and threats derived from operating in a Security related role.
Synoptic Assessment Interview	
To pass, the following must be evidenced	***To gain a distinction, the following must <u>also</u> be evidenced***
HS1 Identify three examples of **Health and Safety Regulations** and explain why these minimise risk and hazards to health and wellbeing (K1, S1) **HS2** Identify own responsibilities when complying to Health and Safety Regulations in their own area of responsibility (K1, S1) **HS3** Identify the implications of non-compliance to staff, visitors and the organisation. (K1, S1) **HS4** Explain a health and safety incident that has occurred in the workplace, describing the investigation undertaken and the measures implemented as a result. (Learners must reference health and safety policy and Legislation compliance when describing this incident) (K1, S1)	*HS5 Explain their organisations process for evaluating H&S Compliance referencing the organisational H&S policy, H&S audit practices, and action planning process for risk reduction (K1, S1)*

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Amplification and Guidance
Health & Safety Regulations – e.g. Health & Safety at Work etc. Act 1974, Management of Health & Safety at Work Regulations 1999, Manual Handling, COSHH, RIDDOR, The Workplace (Health, Safety & Welfare) Regulations 1992, Duty of Care

Area 2 - Customer and Stakeholder Management

Knowledge	Skills
<u>Recognise the security needs of Customers and Stakeholders, and effect appropriate solutions.</u> K2 Understand the market in which the role operates and the specific needs of each customer/industry stakeholder, thus developing strong customer relationships and confidence in the security provision.	<u>Manage Customer/Clients/Stakeholders</u> S2 Ability to deliver a specific solution to meet the security needs of customer/industry stakeholder. Develop strong relationships and demonstrate competence and reliability in relation to security solutions and advice.

Synoptic Assessment Interview	
To pass, the following must be evidenced	***To gain a distinction, the following must <u>also</u> be evidenced***
CS1 Describe the **market** in which their role operates (K2, S2) **CS2** Identify their **customers and industry stakeholders** (K2, S2) **CS3** Identify how knowing these helps build relationships and confidence in the service (K2, S2) **CS4** Give one example from their own experience of a specific security problem raised by their customer (e.g. unauthorised access, down manning) and describe the measures implemented to meet the Customer's needs (K2, S2)	*CS5 Identify **internal and external sources of information** and explain how accessing these would add value to the service they are responsible for (K2, S2)* *CS6 Describe an activity that has been implemented in their own area of responsibility that has strengthened their relationship with the customer (K2, S2)*

Amplification and Guidance
Market – e.g. Health & Social Care, Retail, Education Sector, Building Management, Event Venues, Aviation, Construction, Personal Security, Private Security, Power Supply Companies, Custodial/Detention Providers. **Customers and industry stakeholders –** individuals or groups that have an interest in your organisation and may be affected by your actions and policies.

Internal and External sources of information – e.g. Government National Alerts, Threat Analysis, Risk Assessments, Contingency Planning, Network Security, Competitors/Market information, PESTEL framework

Area 3 - Security Risk Management	
Knowledge	**Skills**
Identify and assess possible threats and take relevant action K3 Understand the Organisational structure, policies and procedures as well as potential threats to the industry, modus operandi of individuals and specific organisations, both internally and externally.	Respond to Threats S3 Identify and manage the threat effectively and use appropriate resources to reduce risks to the customer/organisation.
Presentation	
To pass, the following must be evidenced	***To gain a distinction, the following must <u>also</u> be evidenced***
SR1 Identify the Organisational Structure for their own area of responsibility and incorporating their Client/Customer, describing limit of authority in each level and escalation processes for one example activity (e.g. Health and Safety incident, Additional Security Officer requirement etc) (K3, S3) **SR2** Describe the **Security Risk Assessment** that was conducted, and the threats identified to people, property and premises and to the business continuity for Client/Customer (K3, S3) **SR3** Identify two recommendations resulting from the Security Risk Assessment and the impact these could have to the Security Provision, the Client and one other service provider in the organisation (K3, S3) **SR4** Explain how these recommendations would be/have been communicated to the relevant levels in the Organisational Structure	*SR5 Describe the use of appropriate organisational process (e.g. Threat x vulnerability=risk, **SWOT** or **PESTEL**) when conducting their Security Risk Assessment (K3, S3)* *SR6 Identify sources of information outside of own organisation or area of responsibility that support a Security Risk Assessment (e.g. Estate Security, Neighbouring Building Security Service, ACT Awareness, Local Police etc) (K3, S3)*
Amplification and Guidance	

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Security Risk Assessment – will consist of Identification, Assessment, Mitigation, Prevention and Risk Assessment Matrix. During the risk assessment consider all relevant factors related to the site including, but not limited to: Local context, Organisational factors, Seasonal factors, Physical and electronic security mechanisms, Data information gathered.

The identification of risks/hazards/threats, the calculation of risk/hazard/threat, the reduction of that risk/hazard/threat, either completely or to an acceptable level.

SWOT - Strengths, Weaknesses, Opportunities and Threats.

PESTEL - Political, Economic, Social, Technological, Environmental and Legal factors.

Area 4 - Staff Management and Development

Knowledge	Skills
<u>Manage Staff performance, development and welfare</u> K4 Awareness of the role requirements and individual knowledge and skills and security specific accreditation/certification of personnel needed to carry out their role within the Security Environment. Understanding of Employment law, human rights, policies and procedures governing people management, and knowledge of leadership and motivational theories and principles.	<u>Ensure Staff are competent to operate within the security industry</u> S4 The ability to interact with and manage people professionally and with integrity, whilst remaining compliant with all National and International Security regulations and guidelines, employment law and human rights acts. Providing coaching and guidance to instil confidence and competence within the workforce.

Synoptic Assessment Interview	
To pass, the following must be evidenced	***To gain a distinction, the following must <u>also</u> be evidenced***
SM1 Describe the structure of their own Department. Must be able to identify job roles, required knowledge, skills and essential and desirable qualifications for each (K4, S4) **SM2** Identify three forms of **legislation** in relation to people management and the relevant organisational policy to support this. (K4, S4) **SM3** Describe the **techniques** they use to motivate staff in their area of responsibility (K4, S4)	***SM6*** *Describe the benefits that a motivated workforce brings to the Team, the Customer and the Organisation* (K4, S4) ***SM7*** *Explain how Equality, Diversity and Inclusion is communicated and represented within the Teams that they manage and what impact this has on Team performance, and the organisation as a whole* (K4, S4)

SM4 Describe the communication techniques they use with their teams and Customers and why these are effective (K4, S4) **SM5** Describe own organisations development policy and describe the coaching and guidance you have provided to the workforce to comply with this (K4, S4)	

Amplification and Guidance
Legislation – e.g. Employment Law, Discrimination, Disciplinary Procedures, Worker Protection (amendment to the Equality Act) Act, Training and Union Rights. **Techniques** – Intrinsic Motivation (Undertaking an activity because it is internally rewarding. You may do it because it is fun, enjoyable, and satisfying), e.g. Inspired by added responsibilities, being recognised as a valuable company resource, opportunities for advancement, providing mentoring and training, providing positive feedback, participation in decision making, achieving a sense of accomplishment. Extrinsic Motivation (Undertaking an activity in order to get an external reward in return), e.g. Providing financial rewards, offering a reward for completion of an activity, completing an activity to avoid negative consequences, providing praise and peer recognition.

Area 5 - Contract Performance and Management

Knowledge	Skills
Review security service provision against agreed KPI's, action within relevant regulations and guidelines K5 Knowledge of relevant regulations governing security on a local and national scale. Understand areas of development that need to be addressed, of a security nature, in relation to specific customer needs.	Undertake Review S5 The ability to review and effect change in relation to analysis of information/intelligence, feedback received, of a security nature.

Synoptic Assessment Interview	
To pass, the following must be evidenced	*To gain a distinction, the following must <u>also</u> be evidenced*

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CP1	Identify three different **contract models** that can be used in the Security Industry and briefly describe each (K5, S5)	*CP7*	*Explain the potential impact of failing to meet a KPI to staff, the Customer and the Organisation (K5, S5)*
CP2	Explain how the Security Service Provision is performance managed in their own organisation (e.g. SLA/KPI) (K5, S5)	*CP8*	*Give examples of penalties that can occur if performance is not managed (K5, S5)*
CP3	Identify the **regulations** that govern security provision on a national scale, identifying at least two of the licenses required and the impact if their own team is non-compliant (K5, S5)	*CP9*	*Describe when they have provided added value to their customer and how this can impact perception of the overall contract performance (K5, S5)*
CP4	Describe two KPI criteria for their own area of responsibility and how they relate to the service that they deliver (K5, S5)		
CP5	Identify the management information that can be used to evidence KPI performance (K5, S5)		
CP6	Describe an example of how the security provision could fail to meet the minimum requirements of a KPI and provide example of measure that could be implemented to resolve (K5, S5)		

Amplification and Guidance
Contract models – e.g. Performance, Agreement for Services Schedules, Service Level Agreement, Contract Governance **Regulations** – e.g. Private Security Industry Act 2001, General Data Protection Regulation (GDPR)

Area 6 - Improvement Planning and Implementation

Knowledge	Skills
Manage outcome of service review and take action K6 Understand concerns surrounding issues, threats and risk and be aware of available options.	Manage Outcomes Problem Solving S6 Formulate and implement improvements to security, in order to reduce issues, address threats and minimise risk.

Presentation	
To pass, the following must be evidenced	*To gain a distinction, the following must <u>also</u> be evidenced*

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IP1 Identify the customer concerns surrounding issues, threats and risk and how addressing these concerns will improve the Security Service delivery (K6, S6) **IP2** Present an action plan based on the two recommendations from the **Security Risk Assessment** (for Area 3 – Security Risk Management) and describe how these will be implemented (Who would be consulted, what training is required, what policies and processes would need to be updated as a minimum) (K6, S6)	*IP3 Describe the action planning process used including identifying when evaluation would take place and why this is important* (K6, S6) *IP4 Identify when a recommendation cannot be actioned (e.g. cost, risk vs return, outside limit of authority)* (K6, S6)

Amplification and Guidance

Security Risk Assessment – will consist of Identification, Assessment, Mitigation, Prevention and Risk Assessment Matrix. During the risk assessment consider all relevant factors related to the site including, but not limited to: Local context, Organisational factors, Seasonal factors, Physical and electronic security mechanisms, Data information gathered.

The identification of risks/hazards/threats, the calculation of risk/hazard/threat, the reduction of that risk/hazard/threat, either completely or to an acceptable level.

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Area 7 - Compliance Management

Knowledge	Skills
Ensure compliance with regulations and provide advice/ solutions to potential security risks. K7 Understanding the regulations governing Security on a local, National and, where appropriate, international scale. Know how to identify and assess strengths, weaknesses, opportunities, risks, vulnerabilities and complex threats to security operations.	**Ensure Compliance** S7 Compliance with all organisational security operations, policies, and procedures, utilising identified best practices and risk management principles. Take action to address non-compliance.

Presentation

To pass, the following must be evidenced	To gain a distinction, the following must *also* be evidenced
CM1 Describe the **Business Continuity Plan** responsibilities for the Security Service Provision in your area of responsibility (K7, S7) **CM2** Give two examples of what would be classed as non-compliance of regulations governing Security on a Local or National scale. (e.g. Licensing, Data Protection Act, Health and Safety Legislation, Employment Law, Equality Act) and then describe how a SWOT analysis can prevent these occurring for each example in their own area of responsibility (K7, S7) **CM3** Explain their own management processes that ensure the security service is compliant with Organisational policies and procedures. Give an example of when there has been non-compliance to organisation processes or policy and describe the steps taken to resolve (K7, S7)	*CM4 Provide detail of the organisations **Business Continuity Plan** and then describe Security Service and one other Services responsibilities under this plan (K7, S7)* *CM5 Identify what Organisational best practices are in place that sets them apart from competitors, and describe how this is embedded in the security service they provide (K7, S7)*

Amplification and Guidance

Business Continuity Plan – The plan creates systems of prevention and recovery to deal with potential threats to a company/organisation. The plan ensures that personnel and assets are protected and are able to function quickly in the event of a disaster/threat. In addition to prevention, the goal is to enable ongoing operations before and during the execution of disaster recovery.

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Area 8 - Communication

Knowledge	Skills
Ensure security of Communication K8 Be conscious of the need for the appropriate use of written/verbal communication in all areas of security, including effective use of radios. Control access to customer and client information, security details, alarm codes, keys etc.	Manage Communication S8 The ability to communicate effectively on all levels, in various formats, both internally and externally, particularly during crisis management, incident reporting, liaising with other providers, such as Emergency Services.

Synoptic Assessment Interview

To pass, the following must be evidenced	To gain a distinction, the following must *also* be evidenced
C1 Differentiate between communication methods available, explaining how they would use them and how they could be adapted to suit different levels of audience. (e.g. Verbal – telephone/radio, Non-verbal – body language, and Written – Email, Reports, Letters) (K8, S8) **C2** Identify which communication method is most likely to be used internally and which used externally and explain why (K8, S8) **C3** Identify how the Data Protection Act impacts their own role/area of responsibility (K8, S8) **C4** Describe a **Security Incident** that they have been part of and can describe the forms of communication used throughout (K8, S8)	*C5 Explain the impact of failing to record events accurately throughout an emergency* (K8, S8) *C6 Explain why accurate communication is required post-emergency situation – what will this information be used for?* (K8, S8) *C7 Describe the impact of ineffective communication to staff, the customer and the organisation* (K8, S8)

Observation

To pass, the following must be evidenced	To gain a distinction, the following must *also* be evidenced
C8 Demonstrates use of appropriate methods of verbal and non-verbal communication relevant to the situation in order to ensure that risk does not escalate, and all parties are aware of their responsibilities and updated continually. (S8)	*There are no distinction criteria for this assessment method.*

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Amplification and Guidance
Security Incident – e.g. breaches of site security, suspicious people, packages and vehicles, crimes being/have been committed, actual or potential safety hazards.

Area 9 - Corporate Social Responsibility

Knowledge	Skills
Manage Community Social Responsibility K9 Know the impact and effects that your industry has on the environment and your responsibility to that community. Understand the importance of linking in with intelligence sources and crime/threat reduction initiatives.	Encourage Community Social Responsibility S9 Identify and implement effective measures to reduce/minimise risk and promote community social responsibility.

Synoptic Assessment Interview	
To pass, the following must be evidenced	***To gain a distinction, the following must also be evidenced***
CR1 Describe what is meant by **Corporate Social Responsibility** and give one example of good practice and one example of bad practice (K9, S9) **CR2** Identify one crime/threat reduction initiative that they have linked in with (e.g. ACT Awareness, Business Watch etc) and describe how they implemented this to support the security provision in your area of responsibility to protect property, people or premises (K9, S9) **CR3** Describe what is meant by sustainability and provide two examples of how you have supported your organisations approach to reducing its carbon footprint (K9, S9)	***CR4*** *Give one example of a practice implemented within their own area of responsibility that supports their organisations Corporate Social Responsibility and can explain how this was implemented (e.g. training, communication etc.) and what benefits this brings to the staff, the customer and the organisation (K9, S9)*
Amplification and Guidance	
Corporate Social Responsibility - How does the organisation/company manage the business processes to produce an overall positive impact on society? It covers sustainability, social impact, ethics and values.	

Area 10 - Operational Management

Knowledge	Skills
Control security of Office/Site Venue K10 Understand the customer's area of responsibility in order to provide the correct level of protection of all buildings and assets.	Manage Office/Site/Venue S10 Ability to dispatch/provide a sufficient level of security in order to protect the customer's assets in all circumstances including lone working, under duress and in hostile environments.

Presentation

To pass, the following must be evidenced	*To gain a distinction, the following must also be evidenced*
OM1 Identify the Client/Customer Specific requirements for the Security Service, describe the reasons for these requirements in relation to the Client/Customers organisational vision, mission and objectives (K10, S10) **OM2** Describe the Client/Customer **assets** that the Security service is employed to protect and describe the measures implemented that meet this requirement (K10, S10) **OM3** Describe the processes implemented to protect staff in your own area of responsibility for Lone Working, Under Duress and Hostile Environments (K10, S10)	***OM4*** *Provide examples of other organisational security requirements and how this differs from their own security service requirements (K10, S10)* ***OM5*** *Differentiate between managing customers' needs vs expectations (e.g implications of training, equipment, cost, time, environment etc) (K10, S10)*

Amplification and Guidance

Assets - An asset is a valuable resource that an individual/company/organisation owns or controls. Such as land, information, personnel, machinery, buildings, equipment, cash, vehicles.

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Area 11 - Security First Line Manager Responsibilities

Knowledge	Skills
Manage Expectations K11 Understand the 'bigger picture'. Be aware of how your role impacts on others and the Security Environment.	Manage Expectations S11 Deliver solutions to meet specific security expectations, to ensure successful completion of responsibilities.

Synoptic Assessment Interview

To pass, the following must be evidenced	To gain a distinction, the following must <u>also</u> be evidenced
SF1 Explain own job role and the diversity of requirements (Minimum criteria: People Management, Client Management, Compliance Management, Incident Management, Communication, Record Keeping) (K11, S11) **SF2** Give an example of when you have reviewed the **service performance** and explain how that performance impacts others and the security environment (K11, S11) **SF3** Give an example of when they have reviewed service performance and how they have identified and communicated success (K11, S11)	*SF4 Identify when they have provided 'added value' to their customer and what benefits this can bring to staff, the customer and the organisation (K11, S11)* *SF5 Give two examples of sources of feedback that can help them develop the service they provide. (E.g. Customer Survey, Appraisals, Team Briefings) (K11, S11)* *SF6 Explain how their actions or inaction can impact on the industry as a whole (K11, S11)*

Amplification and Guidance

Service performance – Is a system to assess your performance in business areas which significantly affect your customers' satisfaction levels. Key performance indicators (KPI) will reflect how well you're responding to your customers' expectations.
Some examples of KPIs include: average time taken to complete task, percentage of tasks completed on time, percentage of overdue tasks, cost of service delivery, cost of managing processes, number of complaints received, volume of tasks per staff, customer ratings of service, operating margin, revenue per employee, employee and customer satisfaction.

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Area 12 - Security Resource Management

Knowledge	Skills
Effective deployment of resources K12 Awareness of all personnel and equipment in your area of responsibility e.g. Screening equipment, radios, CCTV equipment, barriers etc.	Manage Resources Planning and Organising. S12 Utilise resources effectively, without injury or loss, in order to ensure full delivery of Security Service standards.

Synoptic Assessment Interview	
To pass, the following must be evidenced	***To gain a distinction, the following must <u>also</u> be evidenced***
RM1 Summarise the "resources" that they have, to deliver the security service provision in their own area of responsibility. (People, CCTV, Electronic Barriers, Turnstiles, Gates etc) (K12, S12) **RM2** Give an example of where they have had to react to an event or an emergency that has resulted in mobilisation of staff and/or impacted the day to day use of equipment and resources. (e.g. Power Cut, Unauthorised access incident, additional staff required for an event, Staff absence with no relief officer) (K12, S12)	***RM3*** *Include legislation compliance when summarising resources (e.g. People – Equality Act 2010, CCTV – Data Protection Act, Electronic Barriers – Health and Safety (Access and Inclusion)* (K12, S12) ***RM4*** *Identify the maintenance requirements for equipment and resources that are used in the day- to-day security service delivery* (K12, S12)

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Core Behavioural Competencies
Behaviour
Security Conscious B1 To work in a manner that promotes the security of people, property and premises
Observation
To pass, the following must be evidenced
Demonstrating the consideration of security requirements in their own area of responsibility (e.g. access control, threat awareness and relevant action, incident response and reporting, team mobilisation) (B1)
Behaviour
Professional B2 To demonstrate conduct that is in line with organisational Standards
Synoptic Assessment Interview/ Observation
To pass, the following must be evidenced
Demonstrating conduct that is in line with organisational standards (e.g. Organisation House style (Language, presentation and policy requirements) (B2)

Behaviour
Courteous and Respectful B3 To be polite, respectful and considerate when communicating with others
Observation
To pass, the following must be evidenced
Communicating effectively, politely and with respect. (e.g. Identified in Appraisal or other feedback methods) (B3)

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Behaviour
<u>Calm</u> B4 To enhance Security service performance through conflict management techniques
Observation
To pass, the following must be evidenced
Demonstrating self-control when applying **conflict management techniques** (e.g. dealing with incidents, managing staff, receiving complaints from visitors) (B4)
Amplification and Guidance
Conflict management techniques – The practice of recognising and dealing with conflict in a balanced, rational and effective manner e.g. Being approachable and fair, using communication effectively to avoid conflict, identifying triggers and inhibitors, managing service users expectations, understanding emotional/threat indicators, conducting dynamic risk assessments, managing the use of space in conflict situations effectively, applying positive de-escalation techniques, and identifying barriers to communication.

Behaviour
<u>Customer Focused</u> B5 Exceed customer expectations and add value where possible
Synoptic Assessment Interview/ Observation
To pass, the following must be evidenced
Providing a service over and above contractual requirements (e.g KPI performance, Appraisal or other feedback received) (B5)

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Behaviour
<u>Confidential</u> B6 To promote confidence by complying with organisational policy and legislation
Synoptic Assessment Interview/ Observation
To pass, the following must be evidenced
Demonstrating adherence to Organisational Policy and Legislation such as the Data Protection Act. (E.g. Assignment Instructions, Feedback, Appraisals) (B6)

Behaviour
<u>Integrity</u> B7 Work for the greater good and not sacrifice high standards for immediate gain or personal benefit
Observation
To pass, the following must be evidenced
Applying organisational policy and process in a fair and ethical way (e.g. Applying access control restrictions to all personnel irrespective of status or seniority) (B7)

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Assessment Summary

The end-point assessment for the Security First Line Manager Apprenticeship Standard is made up of 3 components:
1. Observation
2. Presentation
3. Synoptic Assessment Interview

The end point assessments may be undertaken in any order.

As an employer/training provider, you should agree a plan and schedule with the apprentice to ensure all assessment components can be completed effectively.

Each component of the end-point assessment will be assessed against the appropriate criteria laid out in this kit, which will be used to determine a grade for each individual component.

It is expected that the EPA will be carried out within the first 3 months following the gateway decision and completed within 1 month of the first assessment method starting.

Observation

In order to achieve a pass, apprentices must meet all pass criteria.
Unsuccessful apprentices will not have met all pass criteria.

Presentation

In order to achieve a pass, apprentices must meet all pass criteria.
In order to achieve a distinction, apprentices must meet all pass and distinction criteria.

Synoptic Assessment Interview

In order to achieve a pass, apprentices must meet all pass criteria.
In order to achieve a distinction, apprentices must meet all pass and distinction criteria.

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Grading

Observation	Presentation	Synoptic Assessment Interview	Final Grading
Fail	Fail	Fail	Fail
Fail	Fail	Pass/Distinction	Fail
Fail	Pass/Distinction	Fail	Fail
Fail	Pass/Distinction	Pass/Distinction	Fail
Pass	Pass/Distinction	Fail	Fail
Pass	Pass	Pass	Pass
Pass	Pass	Distinction*	Distinction*
Pass	Distinction	Pass	Pass
Pass	Distinction	Distinction	Distinction

*The interview carries more weighting, hence the differential in the final grade

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Retake and Re-sit information

Apprentices who fail one or more assessment method will be offered the opportunity to take a re-sit or a re-take. A re-sit does not require further learning, whereas a retake does. If a retake is chosen, the apprentice will require a period of further learning and will need to complete a retake checklist. Once this is completed, please call the Highfield scheduling team to arrange the retake.

Apprentices should have a supportive action plan to prepare for the re-sit or a retake. The apprentice's employer will need to agree that a re-sit or re-take is an appropriate course of action.

Any assessment method re-sit or re-take must be taken during the maximum EPA period, otherwise the entire EPA must be retaken, unless Highfield establish that there are exceptional circumstances that apply outside the control of the apprentice or their employer.

Re-sits and re-takes are not offered to apprentices wishing to move from pass to distinction. Where any assessment method has to be re-sat or re-taken, the apprentice will be awarded a maximum EPA grade of Pass, unless Highfield determines there are exceptional circumstances requiring a re-sit or re-take.

An apprentice who fails an assessment method will be required to re-sit/re-take any failed assessment methods only.

Assessing the observation

The observation should be no longer than **90 minutes** in duration with an additional **15 minutes** for questions. There will be a 10% tolerance allowed if required by the Independent Assessor. The observation will be pre-planned and scheduled at a time when the apprentice will be in their normal place of work. Observations must be planned in advance to allow for quality assurance activity.

The end-point assessor will carry out the observation, which should enable the apprentice to evidence their skills in relation to Area 8 – communication, and the core behavioural competencies.

Those areas which are not able to be evidenced during the observation due to the nature of the Security First Line Manager role, will be discussed subsequently during a question-and-answer session with the Independent Assessor. The additional questions will be generated by the Independent Assessor based on the observation carried out.

Before the assessment

The independent end assessor will plan the observation in conjunction with the apprentice and employer. The planned observation activity should provide the apprentice with the opportunity to demonstrate each of the required standards have been met. For this standard, this includes the following as a minimum:

- Demonstrates use of appropriate methods of verbal and non-verbal communication relevant to the situation.

- Demonstrates the consideration of security requirements in their own area of responsibility (e.g. access control, threat awareness and relevant action, incident response and reporting, team mobilisation)

- Demonstrates conduct that is in line with organisational standards (e.g. Organisation House style (Language, presentation and policy requirements)

- Communicates effectively, politely and with respect using a variety of forms of communication most suitable to the situation at hand.

- Demonstrates adherence to Organisational Policy and Legislation such as the Data Protection Act. (E.g. Assignment Instructions, Feedback, Appraisals)

- Applies organisational policy and process in a fair and ethical way (e.g. Applying access control restrictions to all personnel irrespective of status or seniority)

- Demonstrates self-control when applying conflict management techniques (e.g. dealing with incidents, managing staff, receiving complaints from visitors)

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- A large part of the Security First Line Manager role is to provide competent reaction to events, activities or incidents. As such, the observation is focused on the naturally occurring skills that should be evidenced by any Security First Line Manager on a day-to-day basis.

Employers/training providers should:

- ensure the apprentice knows the date, time and location of the assessment

- brief the apprentice on the activities to be carried out and the duration of the assessment (**90 minutes in duration with an additional 15 minutes for questions**)

- ensure the apprentice knows which criteria will be assessed (outlined on the following pages)

- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard

- be prepared to provide clarification to the apprentice, and signpost them to relevant parts of their on-programme experience in preparation for their assessment

It is suggested that a mock assessment is carried out with the apprentice in advance of the end-point assessment. This will allow the training provider/employer to provide feedback on any areas for improvement.

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Observation Mock Assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that the apprentice experiences a mock observation in preparation for the real thing. The most appropriate form of mock assessment will depend on the apprentice's setting and the resources available at the time.

In designing a mock assessment, the employer/training provider should include the following elements in its planning:

- the mock observation should take place in a real workplace, or a realistic simulation if the real workplace does not present all the required assessment opportunities
- the participation of other personnel to play the parts of customers and team members.

It is strongly recommended that the mock observation has been practised beforehand and all personnel involved are properly briefed on their roles. The roles should provide the opportunity for the apprentice to demonstrate the 'pass' level.

A 90-minute timeslot with an additional 15 minutes for questions should be available to the complete mock observation, if it is intended to cover all the relevant standards.

Consider a video recording of the mock assessment, and allow it to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice.
Ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience.

Observation Criteria

Area 8 – Communication
Pass criteria
C8 Demonstrates use of appropriate methods of verbal and non-verbal communication relevant to the situation in order to ensure that risk does not escalate and all parties are aware of their responsibilities and updated continually. (S8)

Core behaviour competencies
Pass criteria
Security Conscious Demonstrating the consideration of security requirements in their own area of responsibility (e.g. access control, threat awareness and relevant action, incident response and reporting, team mobilisation) (B1) **Professional** Demonstrating conduct that is in line with organisational standards (e.g. Organisation House style (Language, presentation and policy requirements) (B2) **Courteous and Respectful** Communicating effectively, politely and with respect. (e.g. Identified in Appraisal or other feedback methods) (B3) **Calm** Demonstrating self-control when applying conflict management techniques (e.g. dealing with incidents, managing staff, receiving complaints from visitors) (B4) **Customer Focused** Providing a service over and above contractual requirements (e.g KPI performance, Appraisal or other feedback received) (B5) **Confidential** Demonstrating adherence to Organisational Policy and Legislation such as the Data Protection Act. (E.g. Assignment Instructions, Feedback, Appraisals) (B6) **Integrity** Applying organisational policy and process in a fair and ethical way (e.g. Applying access control restrictions to all personnel irrespective of status or seniority) (B7)

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Assessing the presentation

The presentation is compiled after gateway and must be submitted to the EPAO within 1 month of the apprentice passing the gateway and a minimum of 7 days prior to the presentation. This will be based on the outcomes from the Work Based Project.

A written submission sheet is available to download from the Highfield Assessment website and should be send along with the presentation.

The apprentice presentation will need to take place in a suitable environment free from external interference and approved by Highfield.

Structure of Presentation

- The presentation will be for a maximum of **45 minutes** with a plus 10% tolerance, at the discretion of the assessor to provide scope for an apprentice to demonstrate their full abilities.
- Questioning will be completed during an additional **15-minute** period + 2 minutes at the discretion of the assessor.
- Questions will seek to assess KSBs that were not evidenced through the presentation and/or to ensure depth of understanding in order to assess performance against the distinction criteria.
- Apprentices can use presentation aides such as PowerPoint, video clips, flip charts, work products and notes.
- The presentation and questioning audio will be recorded electronically.
- The presentation should enable apprentices to reflect and present examples of their development of a project, which took place over the whole on-programme period.

The evidence provided during the presentation will be assessed against the criteria for the following areas of the standard:

- Area 3 Security Risk Management
- Area 6 Improvement Planning and Implementation
- Area 7 Compliance Management
- Area 10 Operational Management

The content of the Apprentice Presentation should be focused on the outcomes and conclusions of the work-based project. The apprentice, within the work-based project will need to research and consider the impact of industry standards. The apprentice's conclusions and research should be used to inform the End Point Assessor during the

presentation, of their ability to understand and apply: operational management, risk management, improvement planning and performance and compliance management.

Before the assessment:

Employers/training providers should:

- plan the presentation to allow the apprentice the opportunity to demonstrate each of the required standards
- ensure the apprentice knows the date, time and location of the assessment
- ensure the apprentice knows which security first line manager criteria will be assessed (outlined on the following pages)
- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard and identify real-life examples
- be prepared to provide clarification to the apprentice, and signpost them to relevant parts of their on-programme experience as preparation for this assessment

It is suggested that a mock assessment is carried out by the apprentice in advance of the end-point assessment with the training provider/employer giving feedback on any areas for improvement.

Apprentices will be marked against the pass and distinction criteria included in the tables on the following pages. Apprentices meeting all pass criteria will be awarded a pass, and if all the distinction criteria are also met the result will be a distinction.

Presentation Mock Assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that they experience a mock presentation in preparation for the real thing. The most appropriate form of mock assessment will depend on the apprentice's setting and the resources available at the time. In designing a mock assessment, the employer/training provider should consider the following elements in their planning:

- A total of 60-minutes should be made available for the mock presentation with a 45-minute time slot for the presentation and a 15-minute time slot for the questioning should be available to complete the presentation, if it is intended to be a complete mock assessment covering all relevant standards.
- Consider a video recording of the mock assessment, and allow it to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice
- Ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience.
- At the end of the presentation at least 5 structured 'open' questions will be asked as part of the assessment, that do not lead the candidate but allows them to express their knowledge in a calm and comfortable manner, some examples of this may include the following.
  - Area 3 – Security Risk Management
    - What is the organisational structure in your area of responsibility?
  - Area 6 – Improvement Planning and Implementation
    - Who would you consult when carrying out a security risk assessment?
  - Area 7 – Compliance Management
    - Can you give two examples of what would be classed as non-compliance of regulations governing Security on a Local or National scale?
  - Area 7 – Compliance Management
    - How have you dealt with an incident of non-compliance within your area of responsibility?
  - Area 10 – Operational Management
    - What processes are in place to protect staff who are lone working within your area of responsibility?

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Presentation criteria

Area 3 – Security risk management
Pass criteria
SR1
Identify the Organisational Structure for their own area of responsibility and incorporating their Client/Customer, describing limit of authority in each level and escalation processes for one example activity (e.g. Health and Safety incident, Additional Security Officer requirement etc) (K3, S3)
SR2
Describe the Security Risk Assessment that was conducted, and the threats identified to people, property and premises and to the business continuity for Client/Customer (K3, S3)
SR3
Identify two recommendations resulting from the Security Risk Assessment and the impact these could have to the Security Provision, the Client and one other service provider in the organisation (K3, S3)
SR4
Explain how these recommendations would be/have been communicated to the relevant levels in the Organisational Structure (K3, S3)
Distinction criteria
SR5
Describe the use of appropriate organisational process (e.g. Threat x vulnerability=risk, SWOT or PESTEL) when conducting their Security Risk Assessment (K3, S3)
SR6
Identify sources of information outside of own organisation or area of responsibility that support a Security Risk Assessment (e.g. Estate Security, Neighbouring Building Security Service, ACT Awareness, Local Police etc.) (K3, S3)

Area 6 – Improvement planning and implementation
Pass criteria
IP1
Identify the customer concerns surrounding issues, threats and risk and how addressing these concerns will improve the Security Service delivery (K6, S6)
IP2
Present an action plan based on the two recommendations from the Security Risk Assessment (for Area 3 – Security Risk Management) and describe how these will be implemented (Who would be consulted, what training is required, what policies and processes would need to be updated as a minimum) (K6, S6)
Distinction criteria
IP3
Describe the action planning process used including identifying when evaluation would take place and why this is important (K6, S6)

IP4

Identify when a recommendation cannot be actioned (e.g. cost, risk vs return, outside limit of authority) (K6, S6)

Area 7 – Compliance Management
Pass criteria

CM1

Describe the Business Continuity Plan responsibilities for the Security Service Provision in your area of responsibility (K7, S7)

CM2

Give two examples of what would be classed as non-compliance of regulations governing Security on a Local or National scale. (e.g. Licensing, Data Protection Act, Health and Safety Legislation, Employment Law, Equality Act) and then describe how a SWOT analysis can prevent these occurring for each example in their own area of responsibility (K7, S7)

CM3

Explain their own management processes that ensure the security service is compliant with Organisational policies and procedures. Give an example of when there has been non-compliance to organisation processes or policy and describe the steps taken to resolve (K7, S7)

Distinction criteria

CM4

Provide detail of the organisations Business Continuity Plan and then describe Security Service and one other Services responsibilities under this plan (K7, S7)

CM5

Identify what Organisational best practices are in place that sets them apart from competitors, and describe how this is embedded in the security service they provide (K7, S7)

Area 10 – Operational management
Pass criteria

OM1

Identify the Client/Customer Specific requirements for the Security Service, describe the reasons for these requirements in relation to the Client/Customers organisational vision, mission and objectives (K10, S10)

OM2

Describe the Client/Customer assets that the Security service is employed to protect and describe the measures implemented that meet this requirement (K10, S10)

OM3

Describe the processes implemented to protect staff in your own area of responsibility for Lone Working, Under Duress and Hostile Environments (K10, S10)

Distinction criteria

OM4

Provide examples of other organisational security requirements and how this differs from their own security service requirements (K10, S10)

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OM5

Differentiate between managing customers' needs vs expectations (e.g implications of training, equipment, cost, time, environment etc) (K10, S10)

Assessing the synoptic assessment interview

The synoptic assessment interview will be a structured discussion between the apprentice and the end-point assessor. The employer may be present, to support, but **not** lead the apprentice in any way.

The synoptic assessment interview will need to take place in a suitable environment and should last for **60 minutes** plus 10% at the discretion of the assessor.

The synoptic assessment interview will assess apprentices against criteria included in the following areas of the standard:

- Area 1 Health and Safety
- Area 2 Customer and Stakeholder Management
- Area 4 Staff Management and Development
- Area 5 Contract Performance and Management
- Area 8 Communication
- Area 9 Corporate Social Responsibility
- Area 11 Security First Line Manager Responsibilities
- Area 12 Security Resource Management
- Elements of Core Behavioural Competencies

The portfolio collated during the On-Programme training will inform the discussions during this assessment method but the portfolio itself will not be assessed. Therefore, the apprentice may refer to their evidence included in their portfolio during the synoptic assessment interview.

A portfolio matrix sheet is available to download from the Highfield Assessment website.

Structure of synoptic assessment interview

- There will be a bank of questions for the oral questioning which will allow the Independent Assessor to tailor the questioning to individual apprentice's portfolio
- The oral questioning will be completed in 60 minutes (+10% at the discretion of the independent assessor to provide scope for an apprentice to demonstrate their full abilities) at an employer site. The room must be in a quiet location and free from distractions.
- The apprentice may refer to their evidence in their portfolio during the Synoptic Assessment Interview.

Before the assessment

Employers/training providers should:

- plan the interview to allow the apprentice the opportunity to demonstrate each of the required standards
- ensure the apprentice knows the date, time and location of the assessment
- ensure the apprentice knows which criteria will be assessed (outlined on the following pages)
- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard
- be prepared to provide clarification to the apprentice, and signpost them to relevant parts of their on-programme experience as preparation for this assessment

It is suggested that a mock assessment is carried out by the apprentice in advance of the end-point assessment with the training provider/employer giving feedback on any areas for improvement.

Apprentices will be marked against the pass and distinction criteria included in the tables on the following pages. Apprentices meeting all pass criteria will be awarded a pass, and if all the distinction criteria are also met the result will be a distinction.

Synoptic assessment interview mock assessment

- It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that they experience a mock synoptic assessment interview in preparation for the real thing. The most appropriate form of mock assessment will depend on the apprentice's setting and the resources available at the time. In designing a mock assessment, the employer/training provider should consider the following elements in their planning:
- a 60-minute time slot should be available to complete the interview, if it is intended to be a complete mock assessment covering all relevant standards.
- consider an audio recording of the mock, and to allow the mock to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience.
- structured 'open' questions should be used as part of the synoptic assessment interview that do not lead the candidate but allows them to

express their knowledge in a calm and comfortable manner, some examples of this may include the following:

- Area 2 - Customer and Stakeholder Management
  - Can you provide examples of your company stakeholders?
- Area 4 - Staff management and Development
  - Describe techniques you have used to successfully motivate your staff.
- Area 5 – Contract Performance and Management
  - What management information have/do you use to evidence KPI performance?
- Area 8 – Communication
  - What is the most common method of internal communication used in your organisation and why is this method preferred?

Synoptic assessment interview criteria

Area 1 – Health and safety
Pass criteria
HS1 Identify three examples of Health and Safety Regulations and explain why these minimise risk and hazards to health and wellbeing (K1, S1) **HS2** Identify own responsibilities when complying to Health and Safety Regulations in their own area of responsibility (K1, S1) **HS3** Identify the implications of non-compliance to staff, visitors and the organisation (K1, S1) **HS4** Explain a H&S incident that has occurred in the workplace, describing the investigation undertaken and the measures implemented as a result. (Learners must reference H&S policy and Legislation compliance when describing this incident) (K1, S1)
Distinction criteria
HS5 Explain their organisations process for evaluating H&S Compliance referencing the organisational H&S policy, H&S audit practices, and action planning process for risk reduction (K1, S1)

Area 2 – Customer and stakeholder management
Pass criteria
CS1 Describe the market in which their role operates (K2, S2) **CS2** Identify their customers and industry stakeholders (K2, S2) **CS3** Identify how knowing these helps build relationships and confidence in the service (K2, S2) **CS4** Give one example from their own experience of a specific security problem raised by their customer (e.g. unauthorised access, down manning) and describe the measures implemented to meet the Customer's needs (K2, S2)
Distinction criteria
CS5 Identify internal and external sources of information and explain how accessing these would add value to the service they are responsible for (K2, S2) **CS6** Describe an activity that has been implemented in their own area of responsibility that has strengthened their relationship with the customer (K2, S2)

Area 4 – Staff management and development
Pass criteria
SM1   Describe the structure of their own Department. Must be able to identify job roles, required knowledge, skills and essential and desirable qualifications for each (K4, S4)
SM2   Identify three forms of legislation in relation to people management and the relevant organisational policy to support this (K4, S4)
SM3   Describe the techniques they use to motivate staff in their area of responsibility (K4, S4)
SM4   Describe the communication techniques they use with their teams and Customers and why these are effective (K4, S4)
SM5   Describe own organisations development policy and describe the coaching and guidance you have provided to the workforce to comply with this (K4, S4)
Distinction criteria
SM6   Describe the benefits that a motivated workforce brings to the Team, the Customer and the Organisation (K4, S4)
SM7   Explain how Equality, Diversity and Inclusion is communicated and represented within the Teams that they manage and what impact this has on Team performance, and the organisation as a whole (K4, S4)

Area 5 – Contract performance and management
Pass criteria
CP1   Identify three different contract models that can be used in the Security Industry and briefly describe each (K5, S5)
CP2   Explain how the Security Service Provision is performance managed in their own organisation (e.g. SLA/KPI) (K5, S5)
CP3   Identify the regulations that govern security provision on a national scale, identifying at least two of the licenses required and the impact if their own team is non-compliant (K5, S5)
CP4   Describe two KPI criteria for their own area of responsibility and how they relate to the service that they deliver (K5, S5)
CP5   Identify the management information that can be used to evidence KPI performance (K5, S5)

CP6

Describe an example of how the security provision could fail to meet the minimum requirements of a KPI and provide example of measure that could be implemented to resolve (K5, S5)

Distinction criteria

CP7

Explain the potential impact of failing to meet a KPI to staff, the Customer and the Organisation (K5, S5)

CP8

Give examples of penalties that can occur if performance is not managed (K5, S5)

CP9

Describe when they have provided added value to their customer and how this can impact perception of the overall contract performance (K5, S5)

Area 8 - Communication
Pass criteria

C1

Differentiate between communication methods available, explaining how they would use them and how they could be adapted to suit different levels of audience. (e.g. Verbal – telephone/radio, Non-verbal – body language, and Written – Email, Reports, Letters) (K8, S8)

C2

Identify which communication method is most likely to be used internally and which used externally and explain why (K8, S8)

C3

Identify how the Data Protection Act impacts their own role/area of responsibility (K8, S8)

C4

Describe a Security Incident that they have been part of and can describe the forms of communication used throughout (K8, S8)

Distinction criteria

C5

Explain the impact of failing to record events accurately throughout an emergency (K8, S8)

C6

Explain why accurate communication is required post-emergency situation – what will this information be used for? (K8, S8)

C7

Describe the impact of ineffective communication to staff, the customer and the organisation (K8, S8)

Area 9 – Corporate social responsibility
Pass criteria

CR1

Describe what is meant by Corporate Social Responsibility and give one example of good practice and one example of bad practice (K9, S9)

CR2

Identify one crime/threat reduction initiative that they have linked in with (e.g. ACT Awareness, Business Watch etc) and describe how they implemented this to support the security provision in your area of responsibility to protect property, people or premises (K9, S9)

CR3

Describe what is meant by sustainability and provide two examples of how you have supported your organisations approach to reducing its carbon footprint (K9, S9)

Distinction criteria

CR4

Give one example of a practice implemented within their own area of responsibility that supports their organisations Corporate Social Responsibility and can explain how this was implemented (e.g. training, communication etc.) and what benefits this brings to the staff, the customer and the organisation (K9, S9)

Area 11 – Security first line manager responsibilities
Pass criteria

SF1

Explain own job role and the diversity of requirements (Minimum criteria: People Management, Client Management, Compliance Management, Incident Management, Communication, Record Keeping)

SF2

Give an example of when you have reviewed the service performance and explain how that performance impacts others and the security environment(K11, S11)

SF3

Give an example of when they have reviewed service performance and how they have identified and communicated success (K11, S11)

Distinction criteria

SF4

Identify when they have provided "added value" to their customer and what benefits this can bring to staff, the customer and the organisation (K11, S11)

SF5

Give two examples of sources of feedback that can help them develop the service they provide. (E.g. Customer Survey, Appraisals, Team Briefings) (K11, S11)

SF6

Explain how their actions or inaction can impact on the industry as a whole (K11, S11)

Area 12 – Security resource management
Pass criteria

RM1

Summarise the "resources" that they have, to deliver the security service provision in their own area of responsibility. (People, CCTV, Electronic Barriers, Turnstiles, Gates etc) (K12, S12)

RM2

Give an example of where they have had to react to an event or an emergency that has resulted in mobilisation of staff and/or impacted the day to day use of equipment and resources. (e.g. Power Cut, Unauthorised access incident, additional staff required for an event, Staff absence with no relief officer) (K12, S12)

Distinction criteria
RM3 Include legislation compliance when summarising resources (e.g. People – Equality Act 2010, CCTV – Data Protection Act, Electronic Barriers – Health and Safety (Access and Inclusion) (K12, S12) **RM4** Identify the maintenance requirements for equipment and resources that are used in the day- to-day security service delivery (K12, S12)

Core behaviour competencies
Pass criteria
Professional Demonstrating conduct that is in line with organisational standards (e.g. Organisation House style (Language, presentation and policy requirements) (B2) **Customer Focused** Providing a service over and above contractual requirements (e.g KPI performance, Appraisal or other feedback received) (B5) **Confidential** Demonstrating adherence to Organisational Policy and Legislation such as the Data Protection Act. (E.g. Assignment Instructions, Feedback, Appraisals) (B6)

Highfield