Highfield Level 3 End-Point Assessment for Supply Chain Practitioner (Fast Moving Consumer Goods)

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 Supply Chain Practitioner (Fast Moving Consumer Goods) 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 Supply Chain Practitioner (Fast Moving Consumer Goods) 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:	Supply Chain Practitioner (Fast Moving Consumer Goods)
Level:	3
On Programme Duration:	30 months
End-Point Assessment Window:	12 weeks
Grading:	Pass/distinction
End-Point Assessment methods:	Knowledge Test
	Workplace Project and Presentation
	Professional Dialogue and 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

Fast-moving consumer goods (FMCG) supply chain practitioners will work in one or more supply chain functions. Supply chain functions include procurement, forecasting, planning manufacture, customer service and logistics. Typical duties could include forecasting customer demand as a junior demand planner, liaising with the factories' schedule production as a junior supply planner, processing orders as a customer service operative and working with hauliers and distribution centres as an assistant transport planner.

They have a comprehensive understanding of the entire supply chain, are responsible for their impact on each function and strive to deliver the best value for their business and customer. Due to the high number of interactions both within and outside of the business, they need strong relationship building, influencing, stakeholder management and communication skills alongside sound analytical, information technology and numeracy skills, with an ability to work in a fast-paced environment with frequently changing requirements.

Fast-moving consumer goods (FMCG) supply chain practitioners will be able to progress to management or specialist roles.

On-programme requirements

Although learning, development and on-programme assessment are flexible, and the process is not prescribed, the following is the recommended baseline expectation for an apprentice to achieve full competence in line with the Supply Chain Practitioner (Fast Moving Consumer Goods) Apprenticeship Standard.

The on-programme assessment approach will be agreed between the training provider and employer. The assessment will give an ongoing indication of an apprentice's performance against the final outcomes defined in the standard. The training provider will need to prepare the apprentice for the end-point assessment.

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.

The apprentice should gather suitable examples of work into a portfolio of evidence while on-programme that they can use for reference in the professional dialogue and interview.

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.
- an appropriate **workplace project** for the end-point assessment must be agreed for the apprentice, based on their current job role.
- the apprentice must have gathered suitable examples of work that they can use for reference in the professional dialogue and interview covering the knowledge, skills and behaviours being assessed by this assessment method.
- the line manager (employer) must be confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard and that the apprentice is competent in performing their role. To ensure this, the apprentice must attend a formal meeting with their employer to complete the gateway readiness report.
- 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 a 12-week end-assessment window. Further information about the gateway process is covered later in this kit.

Workplace Project

The workplace project will allow the apprentice to plan, implement and present an individual work-based project. It should be completed as part of an apprentice's normal work during the end-point assessment window. Employers will agree the most appropriate project with each apprentice, based on their current job role. There is an opportunity for employers to propose project opportunities in line with their operations. These should be comparable to the bank of projects already available and cover the elements of the standard outlined in this EPA kit. Any proposed project briefs must be checked and approved by Highfield.

Order of end-point assessments

The order of end-point assessment is the knowledge test; the workplace project and presentation; then the professional dialogue and interview.

Apprentices can only undertake the workplace project and presentation and the professional dialogue and interview once a pass, as a minimum, has been achieved in the knowledge test.

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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 (2017)

https://www.instituteforapprenticeships.org/apprenticeship-standards/supply-chain-practitioner-(fast-moving-consumer-good)-(previously-operator-manager)

End-point assessment plan (2017 ST0201/AP01)

https://www.instituteforapprenticeships.org/media/1451/supply-chain-practitioner-assessment-plan.pdf

Specific considerations

The criteria used for the knowledge test have been written by Highfield and are based on the Supply Chain Practitioner Apprenticeship Standard and assessment plan.

In the assessment plan for both the workplace project and presentation and the professional dialogue and interview, there are marks allocated to each of the 'acceptable' achievement criteria and 'outstanding' achievement criteria. However, it is impossible to pass either assessment component without achieving all of the acceptable achievement criteria. Therefore, we have only allocated the marks to the outstanding achievement criteria.

In order to achieve a pass in the workplace project and presentation, the apprentice must meet all of the acceptable achievement criteria and in order to gain a distinction, the apprentice must meet all of the acceptable achievement criteria and score at least 26 marks from the outstanding achievement criteria. Similarly, in order to achieve a pass in the professional dialogue and interview, the apprentice must meet all of the acceptable achievement criteria and in order to gain a distinction, the apprentice must meet all of the acceptable achievement criteria and score at least 16 marks from the outstanding achievement criteria.

The assessment plan states that prior to attempting the professional dialogue and interview, the apprentice must have passed the other two assessment components. However, as the workplace project and presentation and professional dialogue and interview are interdependent of each other, only the knowledge test must be passed prior to the apprentice attempting the other assessment methods.

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
- recordings
- manager statements
- witness statements

As well as evidence from others, such as:

- mid and end-of-year performance reviews
- feedback to show how they have met the apprenticeship standards while on-programme

In advance of gateway, apprentices will need to have:

- achieved level 2 English
- achieved level 2 maths
- gathered suitable examples of work into a portfolio of evidence that they can use for reference in the professional dialogue and interview

The portfolio does not need to be submitted but the apprentice should confirm that they have gathered suitable examples of work.

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.

In advance of gateway, employers will need to have:

- agreed on an appropriate workplace project with the apprentice based on their current job role
- completed the project proposal approval form

Project Proposal Approval Form

Employers will agree the most appropriate project with each apprentice, based on their current job role. The project brief will be selected and confirmed with Highfield at gateway.

The work project can be chosen from the bank of work project briefs provided by Highfield. If a brief has been selected from the bank, please indicate this on the project proposal approval form and include the title and code of the chosen brief. For example, Project Brief 1 (WP-SCP3001) – Process review: Journey of a Product.

If none of the briefs in the provided bank are suitable, please indicate this on the project proposal approval form and include the title and scope for a proposed project brief. This will then be reviewed and approved by an assessor. Please ensure any proposed projects are comparable in terms of content and complexity to those in the provided bank. There are some templates below.

Process review focussed project template

- Choose an area of the supply chain you work in such as a customer, depot, delivery point, department, function or some combination.
  (The size and scale of the are will differ depending on the size of the organisation/supply chain that you work in)
- Complete an end-to-end review of the process undertaken in that area. You will need to include a defined start and end-point as part of the project scope.
- Identify any areas for improvement or alternative ways of working measured against any relevant metrics. Some examples of the relevant metrics include On-Shelf Availability (OSA), inventory levels, lead time, damages, forecast accuracy, manual handling, communication, waste, quality, etc.

Issue focussed project template

- Select a metric, key performance indicator or customer feedback that is not at the desired level. Some examples of the metrics or key performance indicators you could use are On-Shelf Availability (OSA), inventory levels, lead time, damages, turnaround time, customer service (on time in full), cost to serve, forecast accuracy, waste, etc.
  The metric can be at the selected level appropriate to the project, for example: total business, customer, region, distribution centre, etc. There may be feedback in surveys that suggest areas for improvement.
- Complete analysis to identify the root cause of the metric performance
- Identify some solutions to address the identified causes

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 Employer 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 Supply Chain Practitioner (Fast Moving Consumer Goods) Apprenticeship Standard

The following pages contain the supply chain practitioner (fast moving consumer goods) apprenticeship standard and the assessment criteria in a format that is suitable for delivery.

Knowledge
K1 Critical supply chain key performance indicators: inventory, forecast accuracy, plan attainment, customer service, vehicle utilisation, on shelf availability and waste, quality and value in line with business requirements and expectations, commerciality; and their impact on other parts of the business.
K2 Key legislation, policies and procedures that influence the supply chain: health and safety, environmental, sustainability and others relevant to the business context such as large goods vehicle (LGV) driver hours and food safety/safe manufacturing practices
K3 The characteristics and specific needs of different customer groups: retailers, business-to-business, e-commerce, and export
K4 The key principles of Continuous Improvement (CI) Management and Problem Solving
K5 The importance of new products and how a product is costed
K6 Procurement: the principles of buying – strategic and operational decision making (influences, risk, cost); and legal and customer requirements (anti-bribery policies, ethical approaches and frameworks)
K7 Forecasting: the levers and influences on customer and consumer demand (market trends, weather, competitor activity and seasonality); the impact of merchandising on supply chain decisions; and others relevant to the business context
K8 Plan manufacture: the principles of developing and implementing a supply plan taking account of capacity, product life and the key drivers of success

K9 Customer service: the principles of order capture and management, from order receipt to delivery through to customers, the importance of customer fulfilment

K10 Logistics: the importance of logistics cost, the impact of short-lead time and high demand volatility logistics on network planning

K11 Information technology (IT) systems for the supply chain: Excel, material requirements planning (MRP) systems and business planning systems

Knowledge Test

Criteria covered in knowledge test

K1.1 Outline the **critical supply chain key performance indicators**

K1.2 State the impact of **critical supply chain key performance indicators** on other parts of the business

K2.1 State key legislation, policies and procedures that influence the supply chain such as health and safety, environment and sustainability

K2.2 State key legislation, policies and procedures that are relevant to the business context such as large goods vehicle (LGV) driver hours and **food safety/safe manufacturing practices**

K3.1 Outline the characteristics and specific needs of different **customer groups**

K4.1 Outline the key principles of **Continuous Improvement (CI) Management**

K4.2 Outline the key principles of Problem Solving

K5.1 State the importance of new products and **how a product is costed**

K6.1 Outline the principles of buying such as strategic and operational decision making

K6.2 Outline the legal and customer requirements such as anti-bribery policies, ethical approaches and frameworks

K7.1 Explain the levers and influences on customer and consumer demand such as market trends, weather, competitor activity and seasonality

K7.2 Explain the impact of merchandising on supply chain decisions

K8.1 Outline the principles of developing and implementing a supply plan taking account of capacity, product life and the key drivers of success

K9.1 Explain the principles of order capture and management, from order receipt to delivery through to customers

K9.2 Explain the importance of customer fulfilment

K10.1 Explain the importance of logistics cost

K10.2 Outline the impact of short-lead time and high demand volatility logistics on network planning

Workplace Project and Presentation	
Criteria covered in workplace project and presentation	
Acceptable achievement criteria	**Outstanding achievement criteria**
K1.3 Understands own **key performance indicators** within area of responsibility and their impact on upstream and downstream operations	K1.4 Understands own **key performance indicators** within area of responsibility and those of other teams within the supply chain and their impact on upstream and downstream operations
K11.1 Correctly uses **IT systems** in their supply chain to complete tasks	*No outstanding criteria for K11.*

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Professional Dialogue and Interview	
Criteria covered in professional dialogue and interview	
Acceptable achievement criteria	**Outstanding achievement criteria**
K3.2 Demonstrates an understanding of the needs of a single **customer group**	K3.3 Demonstrates an understanding of the needs of multiple **customer groups**
Amplification and Guidance	

- **Critical supply chain key performance indicators:**
  - Inventory, forecast accuracy, plan attainment, customer service, vehicle utilisation, on shelf availability and waste, quality and value in line with business requirements and expectations, commerciality
- **Food safety/safe manufacturing practices:**
  - HACCP, stock rotation (first expired first out)
- **Customer groups:**
  - Retailers, business-to-business, e-commerce and export
- **Continuous Improvement (CI) Management:**
  - The ongoing effort to improve products, services or processes by reducing waste or increasing quality
  - Different improvement techniques include Kaizen and Lean Transformation
- **How a product is costed:**
  - Different pricing strategies such as competitive pricing, penetration pricing, premium pricing, price skimming and value pricing
  - Formulas used to value products, e.g.) benefits/cost = value
- **IT systems:**

o Excel, material requirements planning (MRP) systems, business planning systems, internal software, warehouse management systems

Skills

S1 Complete supply chain documentation for audit requirements

S2 Analyse data on key trends and themes that affect demand; use data to make recommendations to internal and external customers

S3 Prioritise the flow of FMCG products or services based on evolving and changing information; meeting critical deadlines to ensure the efficient running of the FMCG supply chain, including managing unexpected demand

S4 Lead and participate in everyday problem-solving activities required for the FMCG industry where small process improvements can have a significant improvement on the rest of the supply chain, using recognised techniques: 5 Whys and fishbone analysis

S5 Use continuous improvement techniques to improve performance in the FMCG supply chain, such as forecast

S6 Manipulate and interpret constantly changing data sets to inform decision making in the supply chain function(s)

S7 Develop and manage a small project plan within a supply chain function(s) to improve operational performance

S8 Identify, manage and escalate risks to the business, such as customers significantly exceeding their forecast, factory breakdowns, supplier failures, delivery failures and customer relationship issues through to not fulfilling an order in full, to ensure that products produced and delivered against very short lead times are available whenever and wherever consumers choose to purchase, at the lowest possible cost

S9 Communicate using appropriate methods and FMCG terminology; verbal, email, face-to-face

Knowledge Test
Criteria covered in knowledge test
S1.1 State how to complete supply chain documentation for audit requirements
S2.1 Analyse data on key trends and themes that affect demand
S2.2 Describe how to use data to make recommendations to internal and external customers

Workplace Project and Presentation	
Criteria covered in workplace project and presentation	
Acceptable achievement criteria	**Outstanding achievement criteria**
S3.1 Ensures the flow of FMCG products or services, reacting to **factors** affecting the operation as they occur S3.2 Meets critical deadlines	S3.3 Ensures the flow of FMCG products or services, considers **factors** that may impact on the efficient running of the FMCG supply chain and has contingency plans in place S3.4 Exceeds deadlines
S4.1 Lead and participate in everyday problem-solving activities, using a **recognised technique**	S4.2 Lead and participate in everyday problem-solving activities, using **multiple techniques**; end to end understanding demonstrated; longer-term horizon considered, element of 'future proofing'/forward thinking
S5.1 Use up to 2 **CI techniques** to identify one or two potential improvements for the workplace and shows how improvements could be embedded in the workplace	S5.2 Uses 3 plus **CI techniques** to identify 3 or more potential outcomes and shows how improvements could be embedded in the workplace

S6.1 Identify patterns and trends to make informed decisions using appropriate techniques and drawing logical conclusions	S6.2 Making reasoned and sound/logical recommendations based on data analysis for potential business benefits
S7.1 Develops a project plan with milestones, key project stages and deliverables	S7.2 Develops a project plan with activities, milestones, roles and responsibilities, key stages and deliverables, risk log. Demonstrates adherence to plan and re-planning based on project findings
S8.1 Identify, manage and escalate risks to the business within own area of responsibility, based on project outcomes S8.2 Ensure product availability	S8.3 Identify, manage and escalate risks within own area of responsibility and to other areas of the supply chain/business (internal and external), based on project outcomes S8.4 Ensure product availability, anticipating and contingency planning for internal and external **factors** which may impact on product availability
S9.1 Presents reasoned conclusions S9.2 Communicates message, using appropriate methods and **FMCG terminology**	S9.3 Presents reasoned conclusions and sound/logical recommendations for future implementation S9.4 Communicates message using appropriate method and **FMCG terminology**, adapts style according to the audience
Amplification and Guidance	
Factors: - For example, supply issues, transportation network failure and financial constraints **Problem-solving techniques:** - Define problem - Alternative solutions	

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- Evaluate alternative
- Implementation
- **CI techniques:**
  - Kaizen
  - Lean Transformation
- **FMCG terminology:**
  - Examples include stock keeping unit (SKU), return on investment, productivity, effective coverage and consumer promotion

Behaviours

B1 Responsiveness to change: demonstrates and encourages curiosity to foster new ways of thinking and working to ensure economic benefits are maximised

B2 Pride in work: aims for excellence, time management, adherence to deadlines

B3 Have courage and conviction in their decisions and demonstrates ownership of work

B4 Builds good relationships with others, works collaboratively, contributes ideas and challenges appropriately, leads by example

B5 Tenacious approach to problem-solving by working to identify and ensure root causes are resolved to ensure supply chains remain flexible and agile

B6 Highly effective communicator at all levels and with a variety of stakeholders: always acting with integrity and respect

B7 Safe working: ensures safety of self and others, challenges safety issues

B8 Acts in alignment with the business vision and values, desire to learn about the FMCG industry, acts as an ambassador

Workplace Project and Presentation	
Criteria covered in workplace project and presentation	
Acceptable achievement criteria	**Outstanding achievement criteria**
B1.1 Demonstrates flexibility to changing working environment and demands	B1.2 Constructively questions and challenges to understand the reasons behind the change. Sets a positive example for others about change
B2.1 Aims to meet objectives B2.2 Demonstrates good time management	B2.3 Aims for exceeding objectives. Actively reviews performance with a critical eye and looks for ways to improve performance
B3.1 Accepts responsibility B3.2 Plans work to meet objectives	B3.3 Plans to exceed objectives. Effectively prioritises and re-prioritises work to meet objectives
B4.1 Builds good relationships with others B4.2 Works **collaboratively** B4.3 Contributes ideas and challenges appropriately	B4.4 Contributes to team based discussions/problem solving
B5.1 Works to identify and ensure root causes of problems are resolved	B5.2 Adopts a preventative approach to problem solving
B6.1 Communicates message to different audience, honest and polite	B6.2 Reviews effectiveness of communication to identify ways to improve. Demonstrates effective influencing skills

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Professional Dialogue and Interview	
Criteria covered in Professional Dialogue and Interview	
Acceptable achievement criteria	**Outstanding achievement criteria**
B1.1 Demonstrates flexibility to changing working environment and demands	B1.2 Constructively questions and challenges to understand the reasons behind the change. Sets a positive example for others about change
B3.1 Accepts responsibility B3.2 Is proactive, plans work to meet objectives B3.4 Is proactive, plans work	B3.3 Plans to exceed objectives. Effectively prioritises and re-prioritises work to meet objectives
B4.1 Builds good relationships with others B4.2 Works **collaboratively** B4.3 Contributes ideas and challenges appropriately	B4.4 Contributes to team based discussions/problem solving
B5.1 Works to identify and ensure root causes of problems are resolved B5.3 Works to identify and ensure root causes of problems are resolved, demonstrating a **tenacious approach**	B5.2 Adopts a preventative approach to problem solving
B7.1 Ensures safety of self and others, hygienic B7.2 Challenges safety issues	B7.3 Promotes safe working

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B8.1 Acts in alignment with the business vision and values	B8.3 Promotes business vision and values to others
B8.2 Completes activity to learn about FMCG industry	B8.4 Undertakes activity to promote the supply chain profession

Amplification and Guidance

- **Collaboratively:**
  - o Working with others in a beneficial way
  - o Using the expertise of others
  - o Listening and contribution skills
  - o Using teamwork to achieve results
- **Tenacious approach:**
  - o With determination and persistence

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Assessment Summary

The end-point assessment for the Supply Chain Practitioner Apprenticeship Standard is made up of 3 components:

1. Knowledge test consisting of 30 multiple-choice questions and 6 extended answer questions of 90-minutes duration
2. 3000-word workplace project report and 1-hour presentation
3. Professional dialogue and interview of 45-minutes duration

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 and a mark allocated. The grade will be determined using the combined mark.

Knowledge test

The knowledge test is weighted at 25% of the end-point assessment. Total marks available are 60.

- To achieve a **pass**, apprentices will score at least 40 out of 60
- To achieve a **distinction**, apprentices will score at least 51 out of 60
- **Unsuccessful** apprentices will have scored 39 or below

It may be a paper-based or computer-based test and will be undertaken under 'controlled' conditions.

Workplace Project and Presentation

The workplace project and presentation is weighted at 50% of the end-point assessment.

- To achieve a **pass**, apprentices must cover all the acceptable achievement criteria
- To achieve a **distinction**, apprentices must cover all the acceptable achievement criteria and score at least 26 from the outstanding achievement criteria
- **Unsuccessful** apprentices will not have met all the acceptable achievement criteria

The workplace project and presentation may be conducted using technology such as video link, as long as fair assessment conditions can be maintained.

Professional dialogue and interview

The professional dialogue and interview is weighted at 25% of the end-point assessment.

- To achieve a **pass**, apprentices will cover all the acceptable achievement criteria
- To achieve a **distinction**, apprentices will cover all the acceptable achievement criteria and score at least 16 from the outstanding achievement criteria
- **Unsuccessful** apprentices will not have met all the acceptable achievement criteria

The professional dialogue and interview must be conducted in a 'controlled' environment. It may be conducted using technology such as video link, as long as fair assessment conditions can be maintained.

Grading

The apprenticeship includes pass and distinction grades with the final grade based on the apprentice's combined performance in each assessment activity.

In order to pass the apprentice is required to pass each of the three assessments.

In order to achieve a distinction, the apprentice must achieve a distinction in the workplace project & presentation and at least one of the other assessment methods.

The overall grade for the apprentice is determined using the matrix below.

Knowledge test	Workplace project & presentation	Professional dialogue & interview	Overall grade awarded
Fail any of the three assessment activities			**Fail**
Pass	Pass	Pass	**Pass**
Pass	Distinction	Pass	**Pass**
Pass	Pass	Distinction	**Pass**
Distinction	Pass	Pass	**Pass**
Pass	Distinction	Distinction	**Distinction**
Distinction	Pass	Distinction	**Pass**
Distinction	Distinction	Pass	**Distinction**
Distinction	Distinction	Distinction	**Distinction**

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Retake and Re-sit information

Should an apprentice fail an assessment activity on the first attempt, a resit should be scheduled as soon as the apprentice is ready, when practicable for the business and in line with the policies, practices and procedures of Highfield.

Any EPA component resit/retake must be taken during the maximum 12 week EPA period, otherwise, the entire EPA must be retaken in full in a new 12 week period. Apprentices should have a supportive action plan to prepare for the resit/retake.

Resits/retakes will not be offered to apprentices wishing to move from pass to distinction. Apprentices who take a resit/retake will only be able to achieve a pass in their overall grade, unless there are exceptional circumstances that are beyond the control of the apprentice as determined by Highfield.

Assessing the Knowledge Test

The following knowledge areas of the Supply Chain Practitioner Apprenticeship Standard will be assessed by a 90-minute knowledge test consisting of 30 multiple-choice questions with 4 options per question, worth 1 mark each, and 6 extended-answer questions, worth 5 marks each, with a pass mark of 40 out of 60.

The following knowledge areas will be assessed through the multiple-choice questions:

- **K1** Critical supply chain key performance indicators: inventory, forecast accuracy, plan attainment, customer service, vehicle utilisation, on shelf availability and waste, quality and value in line with business requirements and expectations, commerciality; and their impact on other parts of the business
- **K2** Key legislation, policies and procedures that influence the supply chain: health and safety, environmental, sustainability and others relevant to the business context such as large goods vehicle (LGV) driver hours and food safety/safe manufacturing practices
- **K3** The characteristics and specific needs of different customer groups: retailers, business-to-business, e-commerce and export
- **K4** The key principles of Continuous Improvement (CI) Management and Problem Solving
- **K5** The importance of new products and how a product is costed
- **S1** Complete supply chain documentation for audit requirements

The following knowledge areas will be assessed through the extended answer questions:

- **K7** Procurement: the principles of buying – strategic and operational decision making (influences, risk, cost); and legal and customer requirements (anti-bribery policies, ethical approaches and frameworks)
- **K8** Forecasting: the levers and influences on customer and consumer demand (market trends, weather, competitor activity and seasonality); the impact of merchandising on supply chain decisions; and others relevant to the business context
- **K9** Plan manufacture: the principles of developing and implementing a supply plan taking account of capacity, product life and the key drivers of success
- **K10** Customer service: the principles of order capture and management, from order receipt to delivery through to customers, the importance of customer fulfilment
- **K11** Logistics: the importance of logistics cost, the impact of short-lead time and high demand volatility logistics on network planning
- **S2** Analyse data on key trends and themes that affect demand; use data to make recommendations to internal and external customers

In each paper, questions will cover each of the areas above, however not every aspect of every area will be covered in every test.

The knowledge test should be taken as early as possible in the 12 week period of the end-point assessment and must be passed prior to the apprentice undertaking the professional dialogue and interview.

Before the assessment

The employer/training provider should:

- brief the apprentice on the areas that will be assessed by the knowledge test.
- in readiness for end-point assessment, set the apprentice a mock knowledge test. A test is available to download from the Highfield Assessment website. The mock tests are available as paper-based tests and also on the mock e-assessment system.

Knowledge Test Criteria

Knowledge	
K1 Critical supply chain key performance indicators: inventory, forecast accuracy, plan attainment, customer service, vehicle utilisation, on shelf availability and waste, quality and value in line with business requirements and expectations, commerciality; and their impact on other parts of the business.	K1.1 Outline the critical supply chain key performance indicators K1.2 State the impact of critical supply chain key performance indicators on other parts of the business
K2 Key legislation, policies and procedures that influence the supply chain: health and safety, environmental, sustainability and others relevant to the business context such as large goods vehicle (LGV) driver hours and food safety/safe manufacturing practices	K2.1 State key legislation, policies and procedures that influence the supply chain such as health and safety, environment and sustainability K2.2 State key legislation, policies and procedures that are relevant to the business context such as large goods vehicle (LGV) driver hours and food safety/safe manufacturing practices
K3 The characteristics and specific needs of different customer groups: retailers, business-to-business, e-commerce and export	K3.1 Outline the characteristics and specific needs of different customer groups such as retailers, business-to-business, e-commerce and export
K4 The key principles of Continuous Improvement (CI) Management and Problem Solving	K4.1 Outline the key principles of Continuous Improvement (CI) Management K4.2 Outline the key principles of Problem Solving
K5 The importance of new products and how a product is costed	K5.1 State the importance of new products and how a product is costed

Knowledge	
K6 Procurement: the principles of buying – strategic and operational decision making (influences, risk, cost); and legal and customer requirements (anti-bribery policies, ethical approaches and frameworks)	K6.1 Outline the principles of buying such as strategic and operational decision making K6.2 Outline the legal and customer requirements such as anti-bribery policies, ethical approaches and frameworks
K7 Forecasting: the levers and influences on customer and consumer demand (market trends, weather, competitor activity and seasonality); the impact of merchandising on supply chain decisions; and others relevant to the business context	K7.1 Explain the levers and influences on customer and consumer demand such as market trends, weather, competitor activity and seasonality K7.2 Explain the impact of merchandising on supply chain decisions
K8 Plan manufacture: the principles of developing and implementing a supply plan taking account of capacity, product life and the key drivers of success	K8.1 Outline the principles of developing and implementing a supply plan taking account of capacity, product life and the key drivers of success
K9 Customer service: the principles of order capture and management, from order receipt to delivery through to customers, the importance of customer fulfilment	K9.1 Explain the principles of order capture and management, from order receipt to delivery through to customers K9.2 Explain the importance of customer fulfilment
K10 Logistics: the importance of logistics cost, the impact of short-lead time and high demand volatility logistics on network planning	K10.1 Explain the importance of logistics cost K10.2 Outline the impact of short-lead time and high demand volatility logistics on network planning

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Skills	
S1 Complete supply chain documentation for audit requirements	S1.1 State how to complete supply chain documentation for audit requirements
S2 Analyse data on key trends and themes that affect demand; use data to make recommendations to internal and external customers	S2.1 Analyse data on key trends and themes that affect demand S2.2 Describe how to use data to make recommendations to internal and external customers

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Assessing the Workplace Project and Presentation

The workplace project is a substantial piece of work that will allow the apprentice to plan, implement and present an individual work-based project. The workplace project assesses the apprentice's ability to effectively use the techniques described within the standard. It should be conducted as part of an apprentice's normal work during the EPA period.

Projects must be comparable in terms of content and complexity; it is the context within which the knowledge, skills and behaviours must be demonstrated that will vary. Employers will agree the most appropriate project with each apprentice, based on their current job role. The project brief will be selected and confirmed with Highfield at gateway. The work project report is supported by an associated presentation that takes place after the work project report has been assessed.

The project should be chosen with a view to it being possible to complete within the assessment window. However, where the implementation is not possible due to circumstances outside the apprentice's control, then some implementation can be undertaken within the window and then the apprentice can explain in their presentation how they would complete their project.

This component consists of 3 aspects:

- work project report
- presentation
- question and answer (Q&A) session

Work project report

The apprentice will produce a report of no more than **3000 words** which describes how the project was planned, implemented and the outcome, which is presented to the independent assessor. Appendices will not count towards the 3000-word limit. End-point assessors will only mark reports up to 3000 words (+10%) (maximum 3300 words), at which point, assessors will stop marking and only credit the criteria covered to that point. Reports that fall short of the word count will be marked in full, against all criteria.

The report must be accompanied by the **written submission sheet** which is available to download from the Highfield Assessment website. The report must be submitted to Highfield **one week** before the date of the presentation and Q&A. The report will be assessed and will form the basis of the presentation and subsequent Q&A.

Highfield recommends the work project report includes the following structure in relation to the specific brief chosen for the workplace project.

Title page	Work project report title Apprentice name Date of birth Employer Word count Submission date
Executive summary	**Overview of work project** (*this should follow the basic principle of the what, the why, the how and the desired result. It is where you should provide a brief summary of what the work project is about.*) **Findings** (*e.g. brief summary of the outcome and/or results, what you did and what you found.*) **Recommendations** (*e.g. brief summary of what to do next – the next steps i.e. continuous improvement, reflect/evaluate what went well/wrong, how to implement your conclusions.*)
Introduction	**Terms of reference** (*e.g. your reasoning for your proposed work project.*) **Outline of structure of report** (*e.g. end to end review of a process.*)
Body	**Headings and sub-headings that reflect the contents of each section** (*e.g. areas for improvement, process improvements, areas of inefficiency, changes to ways of working, root cause analysis.*) **Finding** (*e.g. the complete data collected, the overall outcome, what was the end result, what did you find out.*) **Discussion of findings** (*e.g. reflection/evaluation, recommendations to improve.*)
Conclusion	**Summary of key findings** (*e.g. brief summary of the main result/outcome, feedback from the implementation of recommendations.*) **Recommendations** (*e.g. solutions, suggestions, the next steps, i.e. continuous improvement, how to further implement your conclusions.*)
Appendix	**Information to support the work project report but not essential to explanation *(this does not affect the overall word count).* ** *As part of the appendix, you could include things like supporting documentation, emails, letters, meeting notes, workflow documents and feedback.*

Presentation and Q&A

At end-point assessment, the content of the work project report will be presented to the end-point assessor. The work project report will be sent to the independent assessor **one week** prior to the presentation.

The maximum time allowed for the presentation and Q&A collectively is 1 hour. The presentation will be for a maximum of 15 minutes of this time period.

The presentation of the work project along with the outcomes from the Q&A session will be assessed by the end-point assessor. During the Q&A, the assessor will focus on the criteria that have not already been met in the report and presentation or where further clarification is required.

The presentation can take place in the workplace under controlled conditions or in assessment centres. It may be undertaken remotely using video conferencing.

Before the assessment

Employers/training providers should:

- give the apprentice time to work on their project and report during the end-point assessment window
- ensure the apprentice knows the date, time and location of the assessment
- ensure the apprentice knows which supply chain practitioner 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

Grading the work project report and associated presentation

Apprentices will be marked against the acceptable achievement and outstanding achievement criteria included in the tables on the following pages (under workplace project and presentation criteria).

In order to achieve a **pass**, apprentices must meet all of the acceptable achievement criteria.

In order to achieve a **distinction**, apprentices must meet all of the acceptable achievement criteria **and** score at least 26 marks from the outstanding achievement criteria.

Workplace Project and Presentation Mock 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.

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment and Highfield recommend that the apprentice experiences 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.

When planning a mock assessment, the employer/training provider should include the following elements:

- the mock presentation and Q&A should be 1 hour, with the presentation being a maximum of 15 minutes of this time period.
- a 1-hour time slot should be available for the presentation and Q&A, if it is intended to be a complete mock interview covering all relevant standards (outlined in the following pages). However, this time may be split up to allow for progressive learning.
- consider a video or audio recording of the mock interview and allow it to be available to other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock interview 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.
- mock assessment sheets are available to download from the Highfield Assessment website and may be used for this purpose.
- structured 'open' questions should be used as part of the Q&A that do not lead the apprentice but allows them to express their knowledge in a calm and comfortable manner.
  Some examples of this may include the following:
    - Tell me about the different continuous improvement techniques you have used.
    - In what ways have you had to adapt your communication style to suit the audience?

Workplace Project and Presentation Criteria

Throughout the work project, presentation and Q&A, the assessor will review the apprentice's competence in the criteria outlined below and determine whether the apprentice has met the acceptable achievement criteria and allocate the relevant mark for the outstanding achievement criteria.

Apprentices should prepare for the work project, presentation and Q&A by considering how the criteria can be met and reflecting on their past experiences.

Knowledge		
K1 Critical supply chain key performance indicators: inventory, forecast accuracy, plan attainment, customer service, vehicle utilisation, on shelf availability and waste, quality and value in line with business requirements and expectations, commerciality; and their impact on other parts of the business.	**Acceptable achievement criteria**	
	K1.3 Understands own key performance indicators within area of responsibility and their impact on upstream and downstream operations	
	Outstanding achievement criteria	*Marks*
	K1.4 Understands own key performance indicators within area of responsibility and those of other teams within the supply chain and their impact on upstream and downstream operations	*5*
K11 Information technology (IT) systems for the supply chain: Excel, material requirements planning (MRP) systems and business planning systems	**Acceptable achievement criteria**	
	K11.1 Correctly uses IT systems in their supply chain to complete tasks	
	Outstanding achievement criteria	*Marks*
	No outstanding criteria for K11.	0

	Skills	
S3 Prioritise the flow of FMCG products or services based on evolving and changing information; meeting critical deadlines to ensure the efficient running of the FMCG supply chain, including managing unexpected demand	**Acceptable achievement criteria**	
	S3.1 Ensures the flow of FMCG products or services, reacting to factors affecting the operation as they occur	
	S3.2 Meets critical deadlines	
	Outstanding achievement criteria	*Marks*
	S3.3 Ensures the flow of FMCG products or services, considers factors that may impact on the efficient running of the FMCG supply chain and has contingency plans in place	*3*
	S3.4 Exceeds deadlines	2
S4 Lead and participate in everyday problem-solving activities required for the FMCG industry where small process improvements can have a significant improvement on the rest of the supply chain, using recognised techniques: 5 Whys and fishbone analysis	**Acceptable achievement criteria**	
	S4.1 Lead and participate in everyday problem-solving activities, using a recognised technique	
	Outstanding achievement criteria	*Marks*
	S4.2 Lead and participate in everyday problem-solving activities, using multiple techniques; end to end understanding demonstrated; longer-term horizon considered, element of 'future proofing'/forward thinking	*5*
S5 Use continuous improvement techniques to improve performance in the FMCG supply chain, such as forecast	**Acceptable achievement criteria**	
	S5.1 Use up to 2 CI techniques to identify one or two potential improvements for the workplace and shows how improvements could be embedded in the workplace	
	Outstanding achievement criteria	*Marks*
	S5.2 Uses 3 plus CI techniques to identify 3 or more potential outcomes and shows how improvements could be embedded in the workplace	*5*

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	Acceptable achievement criteria	
S6 Manipulate and interpret constantly changing data sets to inform decision making in the supply chain function(s)	S6.1 Identify patterns and trends to make informed decisions using appropriate techniques and drawing logical conclusions	
	Outstanding achievement criteria	*Marks*
	S6.2 Making reasoned and sound/logical recommendations based on data analysis for potential business benefits	*5*
	Acceptable achievement criteria	
S7 Develop and manage a small project plan within a supply chain function(s) to improve operational performance	S7.1 Develops a project plan with milestones, key project stages and deliverables	
	Outstanding achievement criteria	*Marks*
	S7.2 Develops a project plan with activities, milestones, roles and responsibilities, key stages and deliverables, risk log. Demonstrates adherence to plan and re-planning based on project findings	*5*
S8 Identify, manage and escalate risks to the business, such as customers significantly exceeding their forecast, factory breakdowns, supplier failures, delivery failures and customer relationship issues through to not fulfilling an order in full, to ensure that products produced and delivered against very short lead times are available whenever and wherever consumers choose to purchase, at the lowest possible cost	**Acceptable achievement criteria**	
	S8.1 Identify, manage and escalate risks to the business within own area of responsibility, based on project outcomes	
	S8.2 Ensure product availability	
	Outstanding achievement criteria	*Marks*
	S8.3 Identify, manage and escalate risks within own area of responsibility and to other areas of the supply chain/business (internal and external), based on project outcomes	*3*
	S8.4 Ensure product availability, anticipating and contingency planning for internal and external factors which may impact on product availability	*2*

	Acceptable achievement criteria	
S9 Communicate using appropriate methods and FMCG terminology; verbal, email, face-to-face	S9.1 Presents reasoned conclusions	
	S9.2 Communicates message, using appropriate methods and FMCG terminology	
	Outstanding achievement criteria	*Marks*
	S9.3 Presents reasoned conclusions and sound/logical recommendations for future implementation	*3*
	S9.4 Communicates message using appropriate method and FMCG terminology, adapts style according to the audience	*2*

Behaviours		
B1 Responsiveness to change: demonstrates and encourages curiosity to foster new ways of thinking and working to ensure economic benefits are maximised	Acceptable achievement criteria	
	B1.1 Demonstrates flexibility to changing working environment and demands	
	Outstanding achievement criteria	*Marks*
	B1.2 Constructively questions and challenges to understand the reasons behind the change. Sets a positive example for others about change	*2*
B2 Pride in work: aims for excellence, time management, adherence to deadlines	Acceptable achievement criteria	
	B2.1 Aims to meet objectives	
	B2.2 Demonstrates good time management	
	Outstanding achievement criteria	*Marks*
	B2.3 Aims for exceeding objectives. Actively reviews performance with a critical eye and looks for ways to improve performance	*3*

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	Acceptable achievement criteria	
B3 Have courage and conviction in their decisions and demonstrates ownership of work	B3.1 Accepts responsibility	
	B3.2 Is proactive, plans work to meet objectives	
	Outstanding achievement criteria	*Marks*
	B3.3 Plans to exceed objectives. Effectively prioritises and re-prioritises work to meet objectives	*2*
B4 Builds good relationships with others, works collaboratively, contributes ideas and challenges appropriately, leads by example	**Acceptable achievement criteria**	
	B4.1 Builds good relationships with others	
	B4.2 Works collaboratively	
	B4.3 Contributes ideas and challenges appropriately	
	Outstanding achievement criteria	*Marks*
	B4.4 Contributes to team based discussions/problem solving	*3*
B5 Tenacious approach to problem-solving by working to identify and ensure root causes are resolved to ensure supply chains remain flexible and agile	**Acceptable achievement criteria**	
	B5.1 Works to identify and ensure root causes of problems are resolved	
	Outstanding achievement criteria	*Marks*
	B5.2 Adopts a preventative approach to problem solving	*3*
B6 Highly effective communicator at all levels and with a variety of stakeholders: always acting with integrity and respect	**Acceptable achievement criteria**	
	B6.1 Communicates message to different audience, honest and polite	
	Outstanding achievement criteria	*Marks*
	B6.2 Reviews effectiveness of communication to identify ways to improve. Demonstrates effective influencing skills	*2*

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Assessing the Professional Dialogue and Interview

The professional dialogue and interview is a structured discussion between the apprentice and their independent assessor. Apprentices can only undertake the professional dialogue and interview component once a pass, as a minimum, has been achieved in the knowledge test.

The apprentice can bring examples of their work from the entire programme to refer to in providing their answers and showcase their demonstration of the apprenticeship standard. This work will not be directly assessed.

The professional dialogue and interview will be conducted in a 'controlled environment' such as a quiet room, away from the normal place of work. The maximum time allowed for the interview is 45 minutes.

Independent assessors will select six questions from a bank of standardised competency-based questions ensuring all required areas of the standard are appropriately covered.

Before the assessment:

Employers/training providers should:

- plan the professional discussion 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

Grading the professional dialogue and interview

Apprentices will be marked against the acceptable achievement and outstanding achievement criteria included in the tables on the following pages (under workplace project and presentation criteria).

In order to achieve a **pass**, apprentices must meet all of the acceptable achievement criteria.

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In order to achieve a **distinction**, apprentices must meet all of the acceptable achievement criteria **and** score at least 16 marks from the outstanding achievement criteria.

Professional Dialogue and Interview Mock 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.

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that they experience a mock professional discussion 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.

When planning a mock assessment, the employer/training provider should include the following elements:

- the mock professional dialogue and interview should take place in a suitable location.
- a 45-minute time slot should be available to complete the professional dialogue and interview, if it is intended to be a complete professional dialogue and interview covering all relevant standards. However, this time may be split up to allow for progressive learning.
- consider a video or audio recording of the mock professional dialogue and interview and allow it to be available to 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.
- mock assessment sheets are available to download from the Highfield Assessment website and may be used for this purpose.
- structured 'open' questions should be used as part of the professional dialogue and interview that do not lead the apprentice but allow them to express their knowledge and experience in a calm and comfortable manner.
  Some examples of this may include the following:
  o In what ways have you adapted to changes to your working environment/demand?
  o How do you identify and ensure that the root causes of problems are resolved?
  o Tell me about the different customer groups you work with.

Professional Dialogue and Interview Criteria

Throughout the 45-minute professional dialogue and interview, the assessor will review the apprentice's competence in the criteria outlined below and determine whether the apprentice has met the acceptable achievement criteria and allocate the relevant mark for the outstanding achievement criteria.

Apprentices should prepare for the professional discussion by considering how the criteria can be met and using examples of their work from the entire programme.

Knowledge		
K3 The characteristics and specific needs of different customer groups: retailers, business-to-business, e-commerce and export	**Acceptable achievement criteria**	
	K3.2 Demonstrates an understanding of the needs of a single customer group	
	Outstanding achievement criteria	*Marks*
	K3.3 Demonstrates an understanding of the needs of multiple customer groups	*6*

Behaviours		
B1 Responsiveness to change: demonstrates and encourages curiosity to foster new ways of thinking and working to ensure economic benefits are maximised	**Acceptable achievement criteria**	
	B1.1 Demonstrates flexibility to changing working environment and demands	
	Outstanding achievement criteria	*Marks*
	B1.2 Constructively questions and challenges to understand the reasons behind the change. Sets a positive example for others about change	*4*
B3 Have courage and conviction in their decisions and demonstrates ownership of work	**Acceptable achievement criteria**	
	B3.1 Accepts responsibility	
	B3.4 Is proactive, plans work	
	Outstanding achievement criteria	*Marks*
	B3.3 Plans to exceed objectives. Effectively prioritises and re-prioritises work to meet objectives	*4*

	Acceptable achievement criteria	
B4 Builds good relationships with others, works collaboratively, contributes ideas and challenges appropriately, leads by example	B4.1 Builds good relationships with others	
	B4.2 Works collaboratively	
	B4.3 Contributes ideas and challenges appropriately	
	Outstanding achievement criteria	*Marks*
	B4.4 Contributes to team based discussions/problem solving	*4*
B5 Tenacious approach to problem-solving by working to identify and ensure root causes are resolved to ensure supply chains remain flexible and agile	Acceptable achievement criteria	
	B5.3 Works to identify and ensure root causes of problems are resolved, demonstrating a tenacious approach	
	Outstanding achievement criteria	*Marks*
	B5.2 Adopts a preventative approach to problem solving	*4*
B7 Safe working: ensures safety of self and others, challenges safety issues	Acceptable achievement criteria	
	B7.1 Ensures safety of self and others, hygienic	
	B7.2 Challenges safety issues	
	Outstanding achievement criteria	*Marks*
	B7.3 Promotes safe working	*4*
B8 Acts in alignment with the business vision and values, desire to learn about the FMCG industry, acts as an ambassador	Acceptable achievement criteria	
	B8.1 Acts in alignment with the business vision and values	
	B8.2 Completes activity to learn about FMCG industry	
	Outstanding achievement criteria	*Marks*
	B8.3 Promotes business vision and values to others	*2*
	B8.4 Undertakes activity to promote the supply chain profession	*2*

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