ST0273 Level 4 Associate management consultant Assessment Plan

Introduction

This Apprenticeship Assessment Plan (AAP) sets out the requirements for the assessment of the Level 4 Associate management consultant apprenticeship. It should be read in conjunction with the General Requirements for Apprenticeship Assessment. Where there is conflict between this AAP and the General Requirements, this AAP takes precedence. Assessment organisations must also comply with the relevant regulatory framework for apprenticeship assessment.

It is important that the assessment of apprentices is proportionate, valid, and provides reliable evidence of an apprentice's attainment of the relevant knowledge and skills. As such, assessment organisations must design assessments to ensure:

- employers have confidence that the apprentice has reached the expected performance standard
- apprentices are sufficiently secure in their knowledge and skills, so that they could demonstrate their competence in different contexts (for example, a different workplace)

Assessment Outcomes

The assessment outcomes group and summarise the knowledge and skills that must be demonstrated in assessments. All assessment outcomes must be assessed.

Knowledge and skills statements in **bold** are mandatory and must be assessed in every version of the assessment that is made available.

Assessment Outcome	Mapping
AO1: Applies Organisational and Commercial Understanding Understands organisational context and consultancy services, interprets performance information, and undertakes analysis to demonstrate how to formulate business cases, cost-benefit analysis and recommendations supporting organisational change.	K1, **K4**, K7, K8, **S7, S8**, S10
AO2: Develops Insights through Research and Data Analysis Conducts qualitative and quantitative research, applies data concepts and analytical tools, and interprets organisational data to generate insights that inform consultancy recommendations.	**K12, K13**, S5, S6

Assessment Outcome	Mapping
AO3: Supports Project Planning and Delivery Understands consultancy delivery models, project lifecycle stages and methodologies, and contributes to planning, scheduling and documentation activities including managing tasks, timelines, risks, issues, assumptions and dependencies.	K3, **K9, K11**, **S11**
AO4: Contributes to Change and Solution Implementation Understands organisational drivers of change and applies change management principles and user-centred design approaches to support implementation activities that respond to stakeholder needs and organisational objectives.	**K2**, K10, K16, **S12**
AO5: Manages Stakeholder Engagement and Communication Applies communication techniques to produce written outputs, deliver presentations and facilitate discussions, while building collaborative working relationships that support consultancy delivery.	**K5**, **K17**, **S1**, **S2**, S3, **S4**, S9
AO6: Applies Ethical, Inclusive and Responsible Consultancy Practice Understands and applies ethical responsibilities in consultancy work, including confidentiality, data ethics, sustainability, equity, diversity and inclusion, and responsible use of digital and AI-enabled technologies.	**K6**, K14, K15, **S13**, S14

Assessment requirements

Assessment organisations must set apprenticeship assessments. Assessment organisations should consider how technology and digital tools can support innovation and efficiency.

Assessment organisations must design apprenticeship assessments to include at least one professional discussion and, if applicable, any relevant constraints.

Any additional assessment(s) must be selected from the following list of methods to ensure the assessment outcomes are met in full:

- Observation
- Simulated task
- Interview
- Professional discussion

- Question and answer
- Presentation
- Project
- Multiple-choice test
- Short answer test
- Long answer test
- Essay
- Case study
- Reflective journal
- Portfolio

Apprentices may be assessed at any appropriate point during their apprenticeship programme.

Assessments may be designed to allow a centre or training provider to mark assessments. The assessment organisation is responsible for ensuring all assessments are sufficiently reliable and valid, and for the accuracy of any centre or training provider marking.

Performance descriptors

Performance descriptors describe the level of performance required to achieve a pass or distinction grade. Assessment organisations must design assessments that align with these descriptions.

Performance Category	Pass	Distinction
Applied Knowledge	Demonstrates sound application of consultancy, organisational and analytical knowledge to address well-defined but complex and non-routine client or organisational problems when conducting research, interpreting performance information, supporting project delivery, and contributing to stakeholder recommendations.	Applies consultancy, organisational and analytical knowledge with confidence and precision when conducting research, interpreting organisational performance information and contributing to recommendations. Outputs consistently enhance stakeholder understanding, project delivery activities or implementation approaches.
Applied Skills	Identifies and applies suitable cognitive and	Adapts and applies cognitive and practical

	practical consultancy skills to conduct research, analyse organisational data, manage stakeholder engagement and contribute to project planning or change implementation activities. Methods chosen are generally appropriate and support effective consultancy delivery outcomes.	consultancy skills with flexibility and operational fluency when conducting analysis, engaging stakeholders or supporting project or change activities, ensuring methods are effective and optimised for consultancy delivery quality and efficiency.
Regulatory and Procedural Awareness	Applies relevant organisational procedures, ethical responsibilities and consultancy protocols with sound judgement when handling stakeholder information, project documentation, digital tools or AI-supported analysis, adapting appropriately to varied and occasionally complex consultancy delivery contexts.	Interprets organisational procedures, ethical responsibilities and consultancy protocols with insight and appropriate flexibility, identifying implications for data use, stakeholder engagement or digital and AI-enabled consultancy activities and making informed decisions in varied and occasionally complex situations.
Communication and Collaboration	Communicates clearly and collaborates effectively with colleagues, project teams and stakeholders to produce written outputs, deliver presentations and facilitate discussions that support consultancy recommendations and project implementation activities.	Communicates and collaborates with confidence and insight, tailoring written outputs, presentations or facilitated discussions to diverse stakeholder needs and contributing to improved collaboration or implementation outcomes in consultancy delivery.
Information Use and Decision Making	Analyses and interprets organisational, stakeholder or project information to inform recommendations or delivery decisions, showing a clear awareness of consultancy context	Analyses, interprets and evaluates organisational or project information from a range of sources, providing insightful justification for consultancy recommendations and demonstrating awareness of broader organisational

	and stakeholder objectives.	implications for delivery or change implementation.
Responsibility and Autonomy	Takes responsibility for own actions and decisions when contributing to research, analysis, stakeholder engagement or project lifecycle activities within set parameters, managing tasks and priorities with adequate awareness of risks and dependencies.	Proactively takes responsibility for actions and decisions when contributing to consultancy research, stakeholder engagement or project delivery activities, independently using sound judgement about risks, priorities or dependencies to manage tasks or coordinate contributions to team outcomes.

Professional recognition

This apprenticeship aligns with the professional body recognition detailed in the occupational standard.

Please contact the relevant professional body for further information.