



**The British Institute
of Recruiters**

**Apprenticeship Standard for Level 5
HR Consultant / Partner (CIPD)**

ST0238/AP01

This Apprenticeship Contains Options for HR Specialisms & for
People Management Responsibilities.



Continuing
Professional
Development

**Accredited
Course** ✓



About Us

The British Institute of Recruiters (BloR) is a British Institute representing the highest standard mark in British recruitment. As the professional body for HR, Agency & In-House recruiters, it is the voice of people working in the recruitment and retention process that fall into the areas of agency recruitment, corporate (in-house) recruitment and HR.

What we do

The BloR provides British Recruitment Best Practice Guidance, Training, Education & Networking to Agency Recruiters, In-House Recruiters & HR teams with unrivalled services and innovation. Bringing HR, Agency & In-House specialists under a single body is essential for positive collaboration towards the common goal of an efficient, seamless process.

Why choose the BloR for your apprenticeships?

- **Content specific for a HR environment – real life HR case studies and examples**
- **Practical tools and techniques that are proven**
- **Supported by a team of HR experts with industry experience**

Bespoke StudyCourse Learner Management System – Helping Apprentices Achieve

StudyCourse helps apprentices achieve and enjoy their programme. It also helps employers oversee the progress of their apprentices.

The British Institute of Recruiters has invested heavily in technology and employs a full-time software programming and management team to design, create and maintain its secure technology on secure servers.

One such software system is StudyCourse.org which can take an apprentice from initial registration right through to the final award. It is a multi-level learning platform which manages:

- **Individual Learner Records (ILRs)**
- **Apprenticeship e-portfolios**
- **Registration forms**
- **Online, blended or classroom delivery modes**
- **Assessor/Tutor records**
- **NVQs**
- **Certificates**
- **Diplomas**
- **UK & International Learners**
- **Learner Progress & Performance Management**
- **Degree Level Apprenticeships**
- **Privately paid courses**

- Government funded courses
- All aspects of programme management, learner management, record management
- Resource Libraries
- Works Books, assignments, Handbooks, Learner Support
- Peer to Peer forums.
- IQA Management
- AO Management
- Centre Management – Requiring new modules for online centre recognition/qualification approval applications, EV reports, complaints, exam bookings, appeals, malpractice investigations, sanctions, centre risk/compliance ratings, assigning actions to centres and managing their completion on time etc.
- Complete Data, Learner and Program Control Systems and Reporting
- Certification process with certificate generation feature for paper based certificates, e-certificates and a public e-validation portal

StudyCourse has been in successful operation for 4 years and is constantly being updated and improved in terms of features set, user experience, learner experience and management effectiveness.

All aspects of the development, delivery and award of qualifications can be managed by StudyCourse or associated technology, CRMs and databases currently in use by The British Institute of Recruiters.

All data is held on secure servers, with daily backups. We comply with the Data Protection Act and have a current ICO certificate and SSL Certificates.

Our professional industry accreditations include

Recruitment Director Accreditation
mBloR DIR

Individual Professional Accreditations
mBloR, Cert RR, Cert PRP, Cert HR, Dip BloR

Company Accreditations
Certified Recruitment Business & Professional Recruitment Business

Our professional courses are delivered in many ways to suit you

Private Distance Learning, Blended Classroom Learning, Apprenticeships, Government Loan Funded.

Course Prospectus includes Recruitment, Management, HR, Sales & Marketing, Back Office & Finance.

Chartered status

The British Institute of Recruiters is actively lobbying to introduce Chartered Status in British Recruitment, creating Chartered Recruitment Businesses.

How Apprenticeships Are Delivered

1

Discussions

With the employer to assess their needs and advise on the right program to fit the business needs. Discussion with the apprentice to advise and guide on the appropriate course and levels.

2

Enrolment & Agreements

Paperwork that is signed and sets out all expectations. At this stage, we advertise the apprenticeship roles on the government site if the business needs to hire.

3

Initial Assessments & Diagnostics

To establish levels of competency and needs including functional skills support and the favoured learning style.

4

Plan the Program

Create an individual learning plan that meets the needs of the learner and business. Include where needed components such as bespoke content (including existing client training materials), on site training, webinars, face to face tutorials and virtual visits.

5

Technology

Get your own bespoke study area on our professional learning platform. The British Institute of Recruiters runs the state of the art learning platform called StudyCourse. Use StudyCourse to access learning materials, resources, assignments, upload achievements and more. Employers can also track learner progress.

6

Monthly Tutor Visits

Each month the tutor will visit the learner to teach, support and advise, making the learning experience exciting and individual. Visits can be face to face or virtual using GoToMeeting and other technologies.

7

End Point Assessment (EPA)

For Apprenticeship Standards, End Point Assessment is carried out by an independent organisation. Our professional tutors will get you ready for EPA.

8

Achievement

Our achievement success rates are excellent as we ensure we provide a quality learning experience that is highly valued by employers.

9

Professional Registration & Progression

For recruitment, The British Institute of Recruiters is the body that provides Professional registration and post-nominal letters as well as professional membership - mBIoR.

Level 5 HR Consultant / Partner

Role / Occupation:

HR Consultant / Partner

This apprenticeship contains options for HR specialisms and for people management responsibilities.

Occupational Profile:

This role could be called an HR Consultant or an HR Business Partner in different organisations. Individuals in this role will use their HR expertise to provide and lead the delivery of HR solutions to business challenges, together with tailored advice to the business in a number of HR areas, typically to mid-level and senior managers. They could be in a generalist role, where they provide support across a range of HR areas – likely to be the Core HR option; or a specialist role, where they focus on and have in depth expertise in a specific area of HR – likely to be Resourcing, Total Reward, Organisation Development, or HR Operations. Whichever of these is chosen, they will have a good grounding across the whole range of HR disciplines as this is contained in both of the qualification options included in this standard. They will often be required to make decisions and recommendations on what the business can/should do in a specific situation. They will be influencing managers to change their thinking as well as bringing best practice into the organisation. They are also likely to lead the people related elements of business or HR projects. Whatever their role, they will need to link the work they do to the context and priorities of the business. In a larger organisation they may be one of a team supporting the business and they may also have responsibility for managing people.

Knowledge	What is required
HR Technical Expertise	Good understanding across all HR disciplines, HR legislation and an excellent working knowledge of the organisation's HR policies and procedures. Sound understanding of HR in their sector and any unique features. Up to date with best practice and emerging thinking – able to use this in their dealings with the business.
Business understanding	Understands what the organisation does, the external market and sector it operates in, its challenges and issues. Understands business and HR KPIs and metrics, building a clear picture of how the business is performing. Understands the impact of this on their role.
HR Function	Understands the structure and responsibilities of the HR function, policies and processes, and where to source HR specialist expertise.
MI and Technology	Understands HR systems and where to find HR and management data, both internally and externally, including benchmarking. Knows how technology, including social media, is impacting the business and HR.



Skills	What is required
HR Consultancy	Develops and delivers HR solutions to the business that are appropriate to the organisational context. Influences leaders and managers to adopt appropriate solutions. Provides tailored HR services to the business as required by their role e.g. Performance Management, Resourcing, Development, Talent, Reward. Contributes to the development of relevant HR policies & procedures and/or HR initiatives.
Providing support and advice	Tailors business-centred advice on the interpretation and application of HR policies and processes. Makes sound judgments based on business need, ensuring the business operates within the boundaries of employment law. Deals with escalated people issues and works with the business to resolve them.
Contributing to Business change	Leads the HR contribution to business projects and change programmes to support positive behavioural, business or organisational change. Consistently supports colleagues /collaborates within the team and HR to achieve results. Builds/maintains strong working relationships with others in the team and across HR where necessary.
Building HR capability	Leads the improvement of people capability within the business or own team. Advises and coaches managers to deal successfully with people issues from a generalist or specialist perspective, incorporating best practice where appropriate.
HR Information Analysis	Researches, analyses and presents HR / business data (both internal and external) to provide insight, support solutions to business issues and track performance.
Personal Development	Keeps up to date with business changes and HR legal/policy/process changes relevant to their role. Seeks feedback and acts on it to improve their performance and overall capability. Plans their own development; shows commitment to the job and the profession.
Relationship management	Builds effective working relationships with business managers (using the language of the business), peers and other HR functions, together with relevant external organisations. Communicates confidently with people at all levels, including senior management.

Behaviours	What is required
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Flexibility	Adapts positively to changing work priorities and patterns, ensuring key business and HR deadlines continue to be met. Curious about HR/business trends and developments, incorporating them into their work.
Resilience	Displays tenacity and proactivity in the way they go about their role, dealing positively with setbacks when they occur. Stays positive under pressure.



Option – HR Specialisms (The apprentice will select one of the following options)

Knowledge (HR Technical Expertise)	What is required
Core HR	Excellent working knowledge of the principles and practices in at least one of Employee Relations, Performance Management, Employee Engagement and their application in delivering HR solutions to business challenges.
Resourcing	Excellent working knowledge of the principles and practices of resourcing, covering the complete process, from attraction to induction, including the use of social media and their application in delivering HR solutions to business challenges.
Total Reward	Excellent working knowledge of the principles and practices of reward, compensation and benefits and their application to all levels of the organisation.
Organisation Development	Excellent working knowledge of the principles and practices in one of* Organisation Development, Learning & Development, Talent Management and their application in delivering HR solutions to business challenges.
HR Operations	Excellent working knowledge of the principles and practices of running HR Operations, including a service centre, technology and HR data/analytics to provide services required by the business.

Duration

The length of this apprenticeship should typically be 18 - 24 months

Qualifications

The apprentice will complete an appropriate qualification (as considered most relevant by the employer), within which they will be able to focus on their chosen option, from the Chartered Institute of Personnel and Development:


- CIPD Level 5 Intermediate Certificate in Human Resource Management
- CIPD Level 5 Intermediate Diploma in Human Resource Management

Apprentices without Level 2 English and Maths will need to achieve this level prior to completion of their Apprenticeship

Link to professional registration and progression

Successful completion of this standard enables the apprentice to apply to become an Associate Member of the Chartered Institute of Personnel and Development. Chartered membership can be achieved through further qualifications or experience based assessment.

This apprenticeship could be an entry level role to the business, however, it is more likely to be a progression from a lower level role or apprenticeship, building on the knowledge and skills gained in that role or apprenticeship. On completion of this apprenticeship, the individual will



be fully competent in the role and this will give them an in depth knowledge of HR in their chosen option. They can then continue to develop in that option (perhaps through a further apprenticeship), or broaden their HR expertise in another area to develop their career. Separately, there are a range of qualifications available for further study up to post graduate level.

Level

This is a Level 5 apprenticeship.

End Point Assessment Plan

Summary

This Assessment Plan covers the HR Consultant / Partner Standard that has been developed by a cross sector group of employers, together with input from several training providers and the Professional Body whose qualifications are included in the Standard.

The focus of the apprenticeship is primarily on individuals who are new to the role or are progressing on their career journey through the organisation. The purpose of the End Point Assessment is to assess whether the apprentice has met the requirements of the standard. Within this, the assessment should:

- 1. Have maximum relevance to the real job that the apprentice is doing to truly test full competence in the role**
- 2. Give assurance to the employer that the apprenticeship is being delivered in a consistent and appropriate manner**

The major components of the apprenticeship as it evolves throughout the period and the roles of each of the major parties are shown in the diagram below – the timings are an example, assuming a two year apprenticeship. Within this are contained the relevant professional qualifications, development of organisation specific knowledge, skills and behaviours required to do the role, on programme assessment and the End Point Assessment.



Month	Apprentice	Employer	Training Provider	Independent Assessment Organisation
0	Understand job role and apprenticeship commitment	Deliver induction training and understand role in apprenticeship	Explain apprenticeship roles, timetable and commitments. Complete ESFA admin requests.	
1-19	Works to role objectives/KPIs/ Training plan Develops Knowledge, Skills, Behaviours	Manages as any other employee inc Performance Management vis monthly 1to1s etc	Monitors progress, identifies gaps, delivers apprentice learning and support as required. Completes ESFA admin requests.	
6-19	Continues building required Knowledge Skills, Behaviours	Supports and coaches	Supports and trains	
18-19		'Gateway' to end point assessment Employer and TP review progress and Employer decides whether Apprentice has achieved competency levels required vs the standard.		
19-20	Apprentice, Employer and TP work together to agree the content of the Consultative Project. TP signs off vs Assessment Plan requirements.			Agree content of Consultative Project
21-23	Complete Consultative Project. Submits for assessment.			Agree Consultative Project
24	Prepares for and participates in Professional Discussion.	Informs apprentice of grade achieved	When decision made, completes ESFA admin requirements	Conducts Professional Discussion. Determines grade for apprentice. Informs employer of decision

Professional Qualifications – the apprentice will complete an appropriate qualification (as considered most relevant by the employer), within which they will be able to focus on their chosen option, from the Chartered Institute of Personnel and Development:

- CIPD Level 5 Intermediate Certificate in Human Resource Management
- CIPD Level 5 Intermediate Diploma in Human Resource Management

Recommended On programme Assessment (dark blue in diagram above) – Our approach to ensuring that the apprentice is on track during the apprenticeship is based on the employer's Performance Management (PM) process with the following key elements:

- Line Manager uses the formal PM process and regular 1:1s to discuss progress in the apprenticeship, provide feedback and guide development.
- Training Provider can support this by ensuring that the requirements of the apprenticeship are reflected in the PM process and filling any gaps through their work with the apprentice.
- Training Provider can also support the apprentice on understanding the learning journey, providing advice and guidance on learning strategies and tools that will support the apprentice's preferred learning style and improve their learning agility.



- Regular check points between the Line Manager and Training Provider (aligned with the PM process) to ensure that the apprentice is on track and agree how any issues will be addressed.
- Apprentices should be strongly encouraged to create a learning record that contains examples of their work as they go through the apprenticeship - this can be used in reviews with the Line Manager and Training Provider as well as to support / contribute to the material submitted as part of the end point assessment. This learning record should be kept online wherever possible.

Gateway (yellow in the diagram above) - The decision as to when the apprentice is ready to move on to the End Point Assessment will be made by the Line Manager and the Training Provider based on their monitoring of apprentices' progress. The Employer will make the final decision as to whether the apprentice meets or is close to meeting the requirements of the standard and is therefore ready to move on to End Point Assessment.

On-programme assessment will include completion of one of the mandatory qualifications listed on page 1, together with L2 English and Maths if this has to be taken as part of the apprenticeship.

End point Assessment (green in the diagram above) – this contains two components, both of which are completed after the Gateway. They are described in more detail in the next section.

- A Consultative Project which contains a range of evidence demonstrating that the apprentice has met the requirements of specific Knowledge, Skills and the chosen Option
- A Professional Discussion that will explore the specific Skills and Behaviours

Assessment Method	Area Assessed	Assessed by	Grading	Indicative Weighting
Consultative Project	Knowledge & some Skills	Independent Assessment Organisation	Fail / Pass / Distinction	50%
Professional Discussion	Behaviours & some Skills	Independent Assessment Organisation		50%



End Point Assessment

1. What is being assessed

The Independent Assessment Organisation will develop the detailed Assessment Tools, based on this Assessment Plan.

The End Point Assessment will be synoptic and therefore cover the knowledge skills and behaviours in the Standard. These are listed from page 5. Some knowledge will be evidenced implicitly through the skills demonstrated by the apprentice e.g. providing advice on the organisation's HR policies and procedures can only be done if the apprentice understands those policies and procedures.

2. How will assessment be carried out

The focus of the end point assessment is on the apprentice being able to meet the requirements of the Standard and to be able to demonstrate this through the work that they have done. It takes place in the last 3-4 months of the apprenticeship, once the apprentice has met the Gateway criteria, and consists of two assessment methods:

- **Consultative Project**
- **Professional Discussion**

The Employer, Training Provider and Independent Assessment Organisation will work with the apprentice to agree the content of the Consultative Project, providing guidance as to the content, structure etc. The Independent Assessment Organisation will sign this off.

Page 5 to 7 details which knowledge, skills and behaviours are expected to be covered by the two assessment methods. In the event that an apprentice cannot complete a Project covering all of the required knowledge and skills, due to their organisational circumstances, then it is permissible for a maximum of three of the listed components of knowledge / skill to be assessed in the Professional Discussion instead. This will be identified by the Independent Assessment Organisation when the content of the Project is agreed.

The two assessment methods will build up a cumulative picture of how well the apprentice has met the requirements of the Standard.

2.1. Consultative Project

The Consultative Project will be a real example of work done by the apprentice in their role that will be completed after the Gateway, taking a maximum of three months.

The Project will require the apprentice to describe how they have applied their knowledge and HR related skills to deliver the services required by the role as described in the Standard. It should describe a situation where the apprentice has successfully worked with a customer (probably an internal one) to deliver a specific piece(s) of HR work or provide an HR solution(s) for them. It should relate to their chosen Option. The content of the project should include project objectives, scope of the work, description of the situation/problem/business need, methodology used, research undertaken / information gathered / analytical findings, conclusions and recommendations, implementation plan. Examples of typical projects might include: planning the resourcing requirements for a growing area of the business; changing elements of the reward package e.g. bonus structures; downsizing in an area of the business; internal HR changes e.g. service centre changes, technology implementation. The project should be 5000 words +/- 10%..

A more detailed brief for the Consultative Project will be provided by the Independent Assessment Organisation.

As the Consultative Project will be relevant to the actual business context and role that the apprentice is performing, it may not be possible to cover all of the knowledge and skills that are expected in the Project, as listed in Appendix 1. If this situation arises, then a maximum of three of the listed components of knowledge / skill can be assessed in the Professional Discussion instead. This will be agreed when the Project is scoped at the start of the End Point Assessment and signed off by the Independent Assessment Organisation.

The Consultative Project will be sent to the Independent Assessment Organisation for a fully independent assessment against the standard. It will be marked before the Professional Discussion is carried out. The Professional Discussion should be carried out within two weeks of the Project being marked.

2.2 Professional Discussion

The Professional Discussion will be conducted after the Independent Assessor has reviewed and marked the Consultative Project. It will focus on the Skills and Behaviours specified, together with any Knowledge and Skills components that have not been covered in the Consultative Project.

To ensure consistency of approach, the Independent Assessment Organisation will provide a bank of standard questions that the Independent Assessor will use. The bulk of these will be the Skills and Behaviours listed that must be tested in the Professional Discussion. In addition, the question bank will also include questions that explore the Knowledge and Skills covered by the Consultative Project. There should be 10-15 questions in each Professional Discussion carried out with an apprentice and each question should focus on a single component of Knowledge, Skill or Behaviour as listed. The question bank should be reviewed by the Independent Assessment Organisation at least once in the 3 year life of this Assessment Plan.

Having marked the Consultative Project, the Independent Assessor should confirm the Knowledge and Skill components normally covered by the Consultative Project for which they do not have evidence. They should then add into the Professional Discussion any additional questions (from the question bank) that are required to cover these Knowledge and Skill components. The Professional Discussion is expected to last between 60 and 75 minutes.


The Professional Discussion may be carried out face to face, typically at the employer's premises, or remotely using e.g. video conference or Skype, depending on numbers and locations of apprentices.

The combination of these two assessment methods builds a cumulative picture of performance against the Standard. They require apprentices to demonstrate the application of knowledge, skills and behaviours in an integrated manner to deliver the required outcomes, enabling the Independent Assessment Organisation to make an holistic judgement about how well the apprentice meets or exceeds the Standard.

3. Who carries out the assessment

The End Point Assessment will be carried out by an Independent Assessment Organisation. The Employer and Training Provider may have a role in ensuring that the apprentice is ready for End Point Assessment and understands what is required but they do not play any part in the decision of the grade to be awarded. Their respective roles are as follows:

Assessor	Role
Employer	<ul style="list-style-type: none">• Brings a view of the apprentice from Performance Management and working with them in the workplace through the apprenticeship• Has greatest clarity about whether the apprentice is fully competent in the workplace• While consulting others, such as the training provider and apprentice, makes the final decision to put the apprentice through the Gateway to commence the End-Point Assessment• Plays no part in the End-Point Assessment itself.
Training Provider	<ul style="list-style-type: none">• Brings a view of the apprentice from supporting them through the apprenticeship• Brings greater understanding of the assessment process than the employer and hence broader view on competence• Provides advice and guidance on the assessment process• Plays no part in the End-Point Assessment itself.
Independent Assessor	<ul style="list-style-type: none">• Brings a completely independent view to the End Point Assessment as they have had no engagement with the apprentice until now• Reviews and marks the Consultative Project• Conducts and marks the Professional Discussion• Determines the grade to be awarded to the apprentice• Makes the decision on any appeal about the grade awarded



To ensure that any assessor is competent they will be trained in the assessment process (see next section) and will also have to meet certain criteria, including:

- **Minimum 5 years' experience working in HR plus familiarity with the role covered by the apprenticeship.**
- **Current CPD activity that shows they are up to date with current developments in the sector**
- **Technical and management expertise to ensure they can assess all areas of the Standard.**
- **No conflict of interest, past or current relationship with the apprentice.**

Any organisation is eligible to deliver assessment services against this Standard, by meeting the requirements of the ESFA's Register of Apprentice Assessment Organisations. Individual employers must select an organisation from that Register to deliver assessment services for this Standard.

4. Independence

Within our assessment approach, independence is achieved through the End Point Assessment being carried out by the Independent Assessment Organisation. Their Independent Assessor will make a synoptic assessment of each apprentice's work, including the grade to be awarded, on the basis of evidence supplied.


5. Quality Assurance - Internal

The responsibility for the robustness of the assessment process is held by the Independent Assessment Organisation. This ensures that there is true independence, impartiality, validity and reliability in the assessment. The role of the Independent Assessment Organisation is summarised below:

- **Develops and maintains the Assessment Tools that are used by all to carry out assessments**
- **Reviews the Assessment Tools at least once in the 3 year life of this Assessment Plan**
- **Provides a panel of individual assessors that meet the requirements set out in this assessment plan**
- **Trains and certifies all individual assessors to be able to assess consistently against the Standard**
- **Applies robust internal quality assurance and verification processes to the assessments e.g. use of standard formats, moderation and standardisation of scoring, oversight of assessment**
- **Runs at least annual standardisation events to ensure consistency between their assessors**
- **Runs the appeal process for any appeals that arise from assessment decisions**

The Independent Assessment Organisation itself must have:

- **Understanding of the sector and the assessment requirements for the Standard, together with the expertise to develop and administer the Assessment Tools required**
- **Capability to deliver assessments at the scale and with the levels of service required**
- **Geographical coverage required**
- **Capability to source assessors with the requisite background to be both credible and effective**
- **Robust internal verification and quality assurance processes**



Within this approach, independence is achieved through the End Point Assessment being carried out by the Independent Assessment Organisation. They will make a synoptic assessment of each apprentice's work, including the grade to be awarded, on the basis of evidence supplied in the Consultative Project and the Professional Discussion.

The assessment methods described previously are designed to produce assessment outcomes that are consistent and reliable, allowing fair and proper comparison between apprentices employed in different types and sizes of organisations. At the core of this will be the set of assessment tools that are used by all assessors and to inform the training that assessors receive. The Independent Assessment Organisation will create the tools and materials to be used in assessment based on this Plan. These will be developed as soon as the Assessment Plan is approved and will be held by the Independent Assessment Organisation. Particular attention will be paid to ensuring that the tools are consistent and produce comparable results. The Independent Assessment Organisation will thereafter be responsible for monitoring the work of the individual assessors to ensure continuing robustness – independent, consistent, accurate.

All assessors will be required to have the skills and experience outlined in the previous section. They will be trained and approved by the Independent Assessment Organisation to ensure that they are capable of using the tools developed for assessment in a fair and consistent manner to make reliable judgments.

The Independent Assessment Organisation will provide robust validation and quality assurance processes to ensure that all assessments are robust, that they assess fully against the Standard, are undertaken consistently and to the same standard and that the individuals carrying out the assessment have the requisite skills and industry experience. These will be developed as part of the Assessment Tools to ensure that they are consistent across all apprentices. Immediate and appropriate action will be taken where any quality concerns are identified.

6. Quality Assurance - External

External quality assurance of the End Point Assessment for this apprenticeship standard will be undertaken by the Institute for Apprenticeships. The rationale for selecting the Institute is as follows:

- **There is no appropriate employer body and the employers do not wish to set one up**
- **Relevant Professional Bodies are applying to be End Point Assessment Organisations**
- **OfQual is not seen as appropriate by the Trailblazer group based on prior experience. OfQual have also stated that they will treat the apprenticeship as a qualification. The employers see the apprenticeship as competence in a real job in the workplace.**

7. Grading

The Independent Assessment Organisation will make the decision on the grade to be awarded to the apprentice based on their scoring of the two components of the End Point Assessment, the Consultative Project and the Professional Discussion. The apprentice will be awarded a Fail, Pass or Distinction for each assessment method and for the overall apprenticeship. In order to gain a Pass the apprentice must achieve a Pass in each method – this represents full competence



against those particular Knowledge, Skills or Behaviours in the Standard. The Distinction is designed to recognise the small proportion of apprentices who are seen as outstanding employees, regularly going beyond what is required to be competent in the role and seen as having greatest potential for the future.

The apprentice who achieves a Distinction can be described in broad terms as:

- **Consistently exceeding the standards set for the role (both what is delivered and how it is delivered)**
- **Able to perform well in difficult situations or when under pressure**
- **Being seen as a role model by others**
- **Able to work upwards as well as with peers**

The following table shows the combination of assessment method grades to determine the overall grade:

Grading	Consultative Project	Professional Discussion
Distinction (85 to 100 marks)	Distinction	Distinction
Pass (60 to 84 marks)	Pass	Pass
Fail (59 marks or less)	The apprentice has not achieved a minimum of a Pass in both methods	


The overall grade is arrived at using a 50:50 weighting of the two scores.

The table below outlines the scoring criteria that will be applied for each assessment method. Detailed guidance will be developed by the Independent Assessment Organisation. It is based on the following principles:

- **All Pass criteria need to be achieved – in achieving this the apprentice will be demonstrating all Knowledge, Skills and Behaviours in the standard**
- **Distinction builds on the Pass criteria**



End Point Element	Distinction Criteria	Pass Criteria	Fail Criteria
<p>Consultative Project (100 marks)</p>	<p>Score 85 and above In addition to the Pass criteria:</p> <ul style="list-style-type: none"> • Provides innovative options for consideration as potential solutions • Demonstrates clear leadership in the way they approach the project • Provides solutions that have wider benefits across the organisation 	<p>Score 60 to 84 Using Appendix 1, provides evidence of the required knowledge and skills with particular emphasis on:</p> <ul style="list-style-type: none"> • Understanding and application of HR legislation, policies and procedures, particularly in their chosen option • Grasping the business priorities and working to provide appropriate HR solutions • Performing analysis that provides insight into the situation • Providing solutions that are appropriate to the business context • Implementation plans that recognise the change management requirements of the business 	<p>Score 59 or below</p> <ul style="list-style-type: none"> • Fails to provide evidence to meet all knowledge, skill and behaviour requirements
<p>Professional Discussion (100 marks)</p>	<p>Score 85 and above In addition to the Pass criteria:</p> <ul style="list-style-type: none"> • Influencing and communicating effectively with senior management • Emerging as a leader within the HR function • Having a clear plan for their own career 	<p>Score 60 to 84 Using Appendix 1, provides evidence of the required skills and behaviours with particular emphasis on:</p> <ul style="list-style-type: none"> • Demonstrating effective working relationships required to perform the role • Showing how they have communicated effectively at all required levels of the organisation • Showing how they have developed themselves together with their plan for continuing this development 	<p>Score 59 or below</p> <ul style="list-style-type: none"> • Fails to provide evidence to meet all knowledge, skill and behaviour requirements



In the event of a resit or a retake being required, then a fail on one of the assessment methods will require that assessment method to be repeated. If both assessment methods are failed, then the entire End Point Assessment must be repeated. A resit or a retake is at the employer's discretion. The maximum grade available for an apprentice who retakes / resits is a Pass. It is therefore important that an apprentice is not progressed through the Gateway until the employer and training provider are confident that they are ready for the End Point Assessment.

In the event of an appeal against the grade awarded, the Independent Assessment Organisation will carry out an independent review of the evidence to confirm or modify the grade in line with their standard procedures.

Implementation

Whilst the major focus of this Plan is to ensure that it delivers robust and high quality assessments that accurately assess competence against the Standard, the employers have also considered the practicalities of implementation carefully in the light of the number of apprenticeships and geographic coverage. Our current view is that approximately 200-300 apprentices per year will use this standard. As it is difficult to estimate numbers for a profession that has had few apprenticeships in the past, we are ensuring that our assessment approach is easy to scale up. Our approach is designed to deliver a robust, cost effective and manageable assessment of competence in the role.

The main factors that will make our approach implementable and cost effective at the numbers of apprentices anticipated are:

- **The use of two well proven assessment tools that will allow robust determination of competence without requiring a large number of components**
- **The ability for assessors to review the Consultative Project remotely and hence not incur any travel time or costs**
- **The ability for assessors to conduct the Professional Discussion by phone / Skype / video conference where this is the most efficient method**
- **The intent to have documents created and submitted electronically wherever possible**

In addition, we are confident that this approach can be used in organisations of any size within the sector, in part through flexing the role of the Training Provider to ensure the totality of the learning, on programme assessment and guidance on the End Point Assessment can be delivered.

As this Standard is new, we have no direct evidence of the costs of delivering this assessment approach. However, drawing on the information we have received from Training Providers and the Professional Body on the indicative costs of delivering this apprenticeship we believe that up to 20% of the costs will be spent on assessment.



**The British Institute
of Recruiters**

**Apprenticeship Standard for Level 5
HR Consultant / Partner (CIPD)**

ST0238/AP01

**This Apprenticeship Contains Options for HR Specialisms & for
People Management Responsibilities.**

Contact Us

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