Apprenticeship Assessment

VQA Level 5 End-Point Assessment for ST0238 HR Consultant Partner

Standard Specification

Qualification Number: 610/1000/5

Version Number: 1.1, 1.2

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Key Information

Reference:	ST0238
Version:	V1.1 and V1.2
Level:	5
Typical duration to gateway:	19 months
Typical EPA period:	4 months
Maximum funding:	£7000
Route:	Business and administration
Approved for delivery:	18 August 2017
Date updated:	07/03/2023
Lars code:	190
EQA provider:	Ofqual
Review date:	After three years or when significant change is required.

Apprenticeship Summary

Overview of the Role

Providing human resources (HR) expertise within a company or organisation.

Occupation Summary

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

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 or should do in a specific situation. They will be influencing managers to change their thinking as well as bringing best practices 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.

Typical Job Titles

Human Resources Consultant, HR Business Partner and HR Manager

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.

Assessment Methods

This end-point assessment (EPA) consists of two assessment methods:

Consultative Project

Professional Discussion

Assessment Order

The consultative project must be marked before the professional discussion takes place.

EPA Window

EPA will take place in four months from the apprentice being accepted through gateway.

Gateway Considerations

Before the apprentice can start their EPA, the training provider is required to upload the following:

- Photo ID
- Project scope template

Apprentices starting their programme before 1st June 2021:

- CIPD Level 5 Intermediate Certificate in Human Resource Management; or
- CIPD Level 5 Intermediate Diploma in Human Resource Management.

Apprentices starting their programme from 1st June 2021 onwards:

- Level 5 Associate Diploma in People Management

At gateway, the training provider is also requested sign a declaration to confirm that the English and maths requirements have been met in line with the funding rules.

Consultative Project

Consultative Project Overview

For this assessment, the apprentice will conduct a project in which they work with a customer (likely an internal one) to deliver a specific piece of HR advice or provide HR solution(s).

The consultative project will be a real example of work done by the apprentice in their role.

Prior to gateway, the apprentice will discuss and agree a Project with the training provider and employer.

The apprentice will identify issues/problems to base their Project upon and choose one of the following Specialist Components to resolve that issue.

- **Core HR:** Take the lead of delivering either an employee relations, performance management or employee engagement initiative to provide a solution to a business challenge.
- **Total Reward:** Lead on the implementation and evaluation of a HR project in reward compensation or benefits across the organisation.
- **Resourcing:** Lead on the implementation and evaluation of an end-to-end resourcing project.
- **Organisational Development:** Take the lead on delivering either an organisation development, learning and development or talent management initiative that provides a solution to a business challenge.
- **HR Operations:** Deliver a project to improve HR operations, which could include service Centre technology and HR Data Analytics.

As the consultative project will be relevant to the context of their role and the business, it may not be possible for the apprentice to cover all the knowledge and skills assessed within the project report. For this reason, the apprentice may transfer a maximum of three components to be assessed in the professional discussion. The apprentice may not transfer the Specialist Component.

VQA has produced a Project Synopsis Template (available to download from EPAPro), which provides space for the apprentice to write a Scope of their Project and check that it will allow the apprentice to meet all the components.

The training provider will submit the apprentice's Project Synopsis at gateway. At the assessment planning meeting, the End-Point Assessor will either approve the Project Synopsis or provide the apprentice with feedback and a resubmission date.

The word count is 5,000 words (+/-10%).

Their Project must cover all of the components assigned to this assessment method, excluding any the apprentice has chosen to transfer to the professional discussion.

If, during the completion of the Project, the apprentice finds that they need to transfer different or additional components (up to the maximum of three), the apprentice must complete a Component Transferral and Rationale Document and submit this alongside their completed project.

The apprentice must also sign the apprentice Authenticity Disclaimer with their completed project.

Grading

To be awarded a pass, the apprentice must achieve a total score of at least 60 marks.

To be awarded a distinction, in addition to meeting the pass criteria above, the apprentice must achieve a total score of at least 85 marks.

This assessment is graded distinction, pass or fail according to the grading criteria.

Consultative Project Grading - Maximum 100 Marks		
Pass	**Distinction**	**Fail**
Score 60 to 84	Score 85 and above	Score 59 or below
Understanding and application of HR legislation, policies, and procedures, particularly in their chosen option.	Provides innovative options for consideration as potential solutions.	Fails to provide evidence to meet all knowledge, skills, and behaviour requirements.
Grasping the business priorities and working to provide appropriate HR solutions.	Demonstrates clear leadership in the way they approach the project.	
Performing analysis that provides insight into the situation.	Provides solutions that have wider benefits across the organisation.	
Providing solutions that are appropriate to the business context.		
Implementation plans that recognise the change management requirements of the business.		

Consultative Project KSBs

Knowledge
HR Technical Expertise
Components
1.1 Good understanding across all HR disciplines, HR legislation and an excellent working knowledge of the organisation's HR policies and procedures.
1.2 Sound understanding of HR in their sector and any unique features.
1.3 Up to date with best practice and emerging thinking - able to use this in their dealings with the business.

Knowledge
Business Understanding
Components
2.1 Understands what the organisation does, the external market and sector it operates in, its challenges and issues.
2.2 Understand 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
Components
3.1 Understands the structure and responsibilities of the HR function, policies, and processes, and where to source HR specialist expertise.
MI and Technology
Components
4.1 Understands HR systems and where to find HR and management data, both internally and externally, including benchmarking.
4.2 Knows how technology, including social media, is impacting the business and HR.

Skills
HR Consultancy
Components
5.1 Develops and delivers HR solutions to the business that are appropriate to the organisational context. **(D)**
5.2 Influences leaders and managers to adopt appropriate solutions. **(D)**
5.3 Provides tailored HR services to the business as required by their role.
5.4 Contributes to the development of relevant HR policies and procedures and/or HR initiatives.

Skills
Providing Support and Advice
Components
6.1 Tailors business-centred advice on the interpretation and application of HR policies and processes.
6.2 Makes sound judgements based on business need, ensuring the business operates within the boundaries of employment law.
6.3 Deals with escalated people issues and works with the business to resolve them.
Contributing to Business Change
Components
7.1 Leads the HR contribution to business projects and change programmes to support positive behavioural, business, or organisational change. **(D)**
Building HR Capability
Components
8.1 Leads the improvement of people capability within the business or own team.
8.2 Advises and coaches managers to deal successfully with people issues from a generalise or specialist perspective, incorporating best practice where appropriate.
HR Information Analysis
Components
9.1 Researches, analyses, and presents HR/business data (both internal and external) to provide insight, support and solutions to business issues and track performance. **(D)**

Specialist Components
The apprentice is required to select one of the following options. The apprentice will then be assessed according to their role and the project scope. The apprentice is not permitted to transfer the Specialist Component to the professional discussion.

Specialist Components
Core HR Specialism
Components
Excellent working knowledge of the principles and practices in one of: Employee Relations, Performance Management, Employee Engagement and their application in delivering HR solutions to business challenges.
Resourcing Specialism
Components
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 Specialism
Components
Excellent working knowledge of the principles and practices of reward, compensation and benefits and their application to all levels of the organisation.
Organisation Development Specialism
Components
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 Specialism
Components
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.

Professional Discussion

The professional discussion can take place face-to-face or remotely. Whichever option the apprentice chooses, the assessment must be taken in a controlled environment.

At least five working days before their professional discussion, the End-Point Assessor will send the apprentice an Agenda listing all the components that will be discussed.

The professional discussion will last 60-75 minutes. The length of the assessment will depend on the number of questions asked to cover all the components and the length of their answers. If the apprentice is in the middle of an answer at the 75-minute mark, the apprentice will be allowed to finish their response before the assessment's conclusion.

The End-Point Assessor can ask the apprentice one question per component, including any the apprentice has transferred from the consultative project. The apprentice may also be prompted to provide further detail or clarification. If the apprentice covers multiple components in their answer to a question, the apprentice may not need to be asked the question the End-Point Assessor has planned for those areas.

During the discussion, the apprentice may refer to notes.

Professional Discussion KSBs

Skills
Personal Development
Components
10.1 Keeps up to date with business changes and HR legal/policy/process changes relevant to their role.
10.2 Seeks feedback and acts on it to improve their performance and overall capability.
10.3 Plans their own development; shows commitment to the job and the profession. **(D)**
Relationship Management
Components
11.1 Builds effective working relationships with business managers (using the language of the business), peers and other HR functions, together with relevant external organisations.
11.2 Communicates confidently with people at all levels, including senior management. **(D)**

Behaviours
Flexibility
Components
12.1 Adapts positively to changing work priorities and patterns, ensuring key business and HR deadlines continue to be met.

Behaviours
12.2 Curious about HR/business trends and developments, incorporating them into their work. **(D)**
Resilience
Components
13.1 Displays tenacity and proactivity in the way they go about their role, staying positive when under pressure. **(D)**
13.2 Deals positively with setbacks when they occur.

Grading

This assessment is graded distinction, pass or fail according to the grading criteria

Professional Discussion Grading		
Pass	**Distinction**	**Fail**
Score 60 to 84	Score 85 and above	Score 59 or below
Demonstrating effective working relationships required to perform the role.	Influencing and communicating effectively with senior management.	Fails to provide evidence to meet all knowledge, skills and behaviours requirements.
Showing how they have communicated effectively at all required levels of the organisation.	Emerging as a leader within the HR function.	
Showing how they have developed themselves together with their plan for continuing this development.	Having a clear plan for their own career.	

Overall Grading

This standard is graded distinction, pass or fail.

Each assessment component is graded individually. Once the apprentice has completed all assessment components, the grades are combined as described in the table below to

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

Grade	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	
Distinction overall	**Distinction**	**Distinction**
Pass overall	**Distinction**	**Pass**
	Pass	**Distinction**

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

Resits and Retakes

If the apprentice fails any of the assessment components, they will be eligible for a resit or retake. The employer will determine the number of attempts the apprentice is permitted to make. The training provider is expected to make VQA aware of their intention to resit or retake within a month of the original grade being received.

If the apprentice require a resit or retake, their overall EPA grade will be capped at a pass.

Appeals

VQA's Appeals Policy, including time frames, can be found here.

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