Level 5 End Point Assessment – Consultative Project

Grading Amplification

This guidance outlines the expectations of the evidence that apprentices will need to provide for each component within the consultative project.

Apprentices will need to achieve a pass in each component in order to pass the Consultative project.

No evidence	Not Met	Met	Exceeded
The apprentice provided no evidence against this component.	Apprentice fails to provide sufficient breadth and/or depth of **knowledge and understanding** for the component.	Apprentice provides sufficient breadth and depth of **knowledge and understanding** for the component.	Apprentice provides exceptional breadth and depth of **knowledge and understanding** for the component.

Ref	KNOWLEDGE	Ref	COMPONENTS	GUIDANCE
K1	HR TECHNICAL EXPERTISE	K1.1	Good understanding across all HR disciplines, HR legislation and an excellent working knowledge of the organisation's HR policies and procedures.	*Explains what is involved in each of the main HR areas of activity, how these are applied in practice through HR policies and procedures and what relevant HR legislations underpins these.*
		K1.2	Sound understanding of HR in their sector and any unique features.	*Explains how the HR function and practices operate, taking into account the similarities and differences to other sectors.*
		K1.3	Up to date with best practice* and emergent thinking – able to use this in their dealings with the business.	*Demonstrates they have researched and applied up to date knowledge in the context of the project.* **best practice is supported by evidence for its impact and effectiveness. Evidence include;research,expert options, field lessons and theoretical rationale.*

K2	BUSINESS UNDERSTANDING	K2.1	Understands what the organization does, the external market and sector it operates in, its challenges and issues.	*Identifies the industry their organisation serves and the range of products and/or services it offers and provides evaluation of the current business context including current issues and challenges e.g., competitive environment, labour market, demographics.*
				Clarification of the external market e.g., financial services, hospitality and competition
				Clarification of the sector the organisation operates in, i.e,. public, private, third sector.
		K2.2	Understands business and HR KPI's and metrics, building a clear picture of how the business is performing. Understands the impact of this on their role.	*Describes how the business is performing using business and HR metrics (e.g., growth, contraction, market position, turnover, profit, performance against budget absence levels, engagement, retention etc)* *Explains how this influences the work they do.*
K3	HR FUNCTION	K3.1	Understands the structure and responsibilities of the HR function, policies and processes, and where to source HR specialist expertise	*Explains how the HR team is structured (i.e., traditional approach generalist/specialist, centres of expertise, business partners, shared services etc.)* *and its core activities around the employee life cycle. Demonstrates knowledge of the policies and processes that underpin these. Explains where they seek advice and guidance on HR matters internally/externally.*
K4	MI AND TECHNOLOGY	K4.1	Understands HR systems and where to find HR management data, both internally and externally, including benchmarking.	*Explains where different forms of employee related data can be found, internally and externally. Also demonstrates where benchmarking information can be found (e.g., internal across dept, external across organisations, year on year comparisons etc.)*
		K4.2	Knows how technology, including social media is impacting the business and HR.	*Provides examples of how technology (computers, equipment, smart phones, tablets, wearable tech, A.I., V.R. etc.) and how social media impact the business e.g., in terms of ways of working, communication, reputation, branding etc.*

Ref	SKILLS	Ref	COMPONENTS	GUIDANCE
S1	HR CONSULTANCY	S1.1	Develops and delivers HR solutions to the business that are appropriate to the organisational context	*Demonstrates how they have generated and presented feasible HR recommendations/proposals to solve business related issues.*
		S1.2	Influences leaders and managers to adopt appropriate solutions.	*Demonstrates how they have persuaded and gained approval from senior stake holders to implement the solutions/recommendations.*
		S1.3	Provides tailored HR services to the business as required by their role.	*Demonstrates how they adapt HR services to meet different requirements of the business within the context of their role.*
		S1.4	Contributes to the development of relevant HR policies & procedures and/or HR initiatives.	*Demonstrates that they have been actively involved in the development of HR policies, and procedures, or initiatives/ projects.*
S2	PROVIDING SUPPORT AND ADVICE	S2.1	Tailors business-centred advice on the interpretation and application of HR policies and processes.	*Demonstrates they have provided clarity, support and advice on how to apply HR policies and processes according to specific circumstances.*
		S2.2	Makes sound judgments based on business need, ensuring the business operates within the boundaries of employment law.	*Demonstrates how they have provided support and advice and exercised professional judgement to ensure the business complies with employment legislation when addressing business needs.*
		S2.3	Deals with escalated people issues and works with the business to resolve them.	*Demonstrates how they provide support and advice on people related problems and collaborate with other stakeholders to ensure a positive outcome when normal HR/business practices have not been successful before.*

					This could be where there is a need to deviate from established procedures, an action or decision is required outside scope of authority of those previously involved, or exception handling in some way.
S3	CONTRIBUTING TO BUSINESS CHANGE	**S3.1**	Leads the HR contribution to business projects and change programmes to support positive behavioural, business or organizational change.		*Demonstrates they have taken the lead HR role in a business project or change initiative.*
S4	BUILDING HR CAPABILITY	**S4.1**	Leads the improvement of people capability within the business or own team.		*Demonstrates how they have taken a lead role in developing HR skills, abilities & knowledge in others.*
		S4.2	Advises and coaches managers to deal successfully with people issues from a generalist or specialist perspective, incorporating best practice* where appropriate.		*Explains how they have advised and coach managers using coaching techniques to build capability to achieve successful outcomes. Guides them on the most effective approach as appropriate.* **best practice is supported by evidence for its impact and effectiveness. Evidence include;research,expert options, field lessons and theoretical rationale.*
S5	HR INFORMATION ANALYSIS	S5.1	Researches, analyses and presents HR / business data (both internal and external) to provide insight, support solutions to business issues and track performance.		*Explains how they have sourced, examined and evaluated internal and external HR and business data to provide understanding that supports business solutions and enables the monitoring of performance.*
K5	OPTION -HR SPECIALISMS (HR TECHNICAL EXPERTISE)	K5.1	Core HR Only assess one of the strands from the following Core HR options: • Employee Relations		*Guidance:* *Demonstrates a comprehensive knowledge and understanding of the principles and practices of either one of the three Core HR options or one of the four specialist options.*

			• Performance Management • Employee Engagement *OR*	*(Principles i.e., the reasons underpinning the practices/processes involved. Principles include legislation regulations ethics etc.; Practices include processes and activities.)* *The project should demonstrate how they have applied their technical expertise in their chosen option or specialism to create solutions, aimed at resolving a range of specified business challenges.*
		K5.2	One of the following specialist options:	*Specialist area standards:*
		K5.3	1. Resourcing	*Resourcing: covering the complete process from attraction to induction, including the use of social media.*
		K5.4	2. Total Reward 3. Organisation Development: (one of the following) • Organisation Development • Learning Development	*Total Reward: compensation and benefits and their application to all levels of the organisation* *Organisational Development:* • *Organisation Development* • *Learning & Development* • *Talent Management,*
		K5.5	• Talent Management 4. HR Operations	*HR Operations: running HR Operations, including a service centre, technology and HR data/analytics to provide services required by the business.*