

Level 3 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	Business Understanding	K1.1	Understands the external market and sector within which their organisation operates, the products and services it delivers.	<p><i>Provides clarification of the external market e.g., financial services, hospitality, and competition</i></p> <p><i>Provides clarification of the sector the organisation operates in, e.g., public, private, third sector</i></p> <p><i>Identifies the types of products and/ or services the organisation provides to its customers and clients.</i></p>
		K1.2	Understands the structure of the organisation, where their role fits in the organisation; the 'Values' by which it operates and how these apply to their role.	<p><i>Describes the type of organisation structure e.g., tall, bureaucratic, hierarchical, matrix etc</i></p> <p><i>Explains where their HR role fits into the organisation.</i></p> <p><i>Describes the values and how these guide their approach to their work</i></p>
K2	HR Legislation And Policy	K2.1	Basic understanding of HR in their sector and any unique features.	<i>Describes how HR operates and is impacted by the market /sector e.g., private sector - hospitality - seasonal workers.</i>

		K2.2	Good understanding of HR legislation and the HR Policy framework of the organisation.	<i>Outlines the main HR policies their organisation utilises and shows awareness of how HR legislation underpins these. Provides an example of where employment legislation informs policies and practices.</i>
		K2.3	Sound understanding of the HR Policies that are relevant to their role. Knows where to find expert advice.	<i>Describes two examples of HR policies that are relevant to their own operational HR role and includes detail of where they can find expert knowledge to support this such as codes of practice, specialist people or websites, ACAS, CIPD, legal practices, benchmarking, etc</i>
K3	HR Function	K3.1	Understands the role and focus of HR within the organisation	<i>Explains the role HR plays (e.g., generalist, specialist, change agent, business partner) and the type of services it provides e.g., transactional, operational, strategic</i>
		K3.2	Understands the HR business plan / priorities and how these apply to their role.	<i>Outlines how their responsibilities and objectives support the achievement of the wider HR goals and objectives</i>
K4	HR Systems And Processes	K4.1	Understands the systems, tools and processes used in the role, including the organisation's core HR systems.	<i>Describes the HR systems used to support effective management of the various HR processes such as HR planning, employee relations, reward, PM, compliancy etc. Provides at least one example of each (e.g., System -Applicant Tracking System Process- selection process Tools - Proforma or checklist plus Core HR system e.g., HR database.</i>
		K4.2	Understands the standards that have to be met in the role.	<i>Describes at least two standards that are expected to be met in their HR role e.g., service level agreements, targets deadlines, KPIs, compliance</i>
Ref	Skills	Ref	COMPONENTS	GUIDANCE
S1	Service Delivery	S1.1	Delivers excellent customer service on a range of HR queries and requirements, providing solutions, advice and support primarily to managers.	<i>Describes at least three examples of how they provide support and guidance that is customer focused, timely and of high quality to managers, employees and wider stakeholders. This could be on policy, recruitment, handling discipline and grievances, performance and reward, redundancies, interviewing, contractual enquiries, personal issues relating to work etc</i>

		S1.2	Builds manager's expertise in HR matters, improving their ability to handle repeated situations themselves where appropriate.	<i>Explains how they have enabled a manager to deal with frequently occurring situations. e.g., developing a manager's knowledge and understanding of recruitment, applying people policies, handling discipline and grievance, contractual issues, performance & reward, L&D, diversity & inclusion, well-being etc</i>
		S1.3	Uses agreed systems and processes to deliver service to customers.	<i>Demonstrates how to follow procedures and established guidelines to deliver HR service. This could include the use of technology and standard ways of working.</i>
		S1.4	Takes the initiative to meet agreed individual and team KPIs in line with company policy, values, standards.	<i>Demonstrates within the project how they have taken a proactive approach to meet individual and team performance indicators aligned to overall standards expected.</i>
		S1.5	Plans and organises their work, often without direct supervision, to meet commitments and KPIs.	<i>Demonstrates how they manage and schedule their work, often autonomously, to meet Key Performance Indicators and commitments.</i>
S2	Problem Solving	S2.1	Uses sound questioning and active listening skills to understand requirements and establish root causes before developing HR solutions.	<i>Engages with others to explore the requirements and root causes of a problem by applying appropriate questioning and listening techniques prior to identifying HR solutions.</i>
		S2.2	Takes ownership through to resolution, escalating complex situations as appropriate.	<i>Demonstrates how they have recognised, owned and resolved a problem and demonstrated awareness of where they may need to involve others in order to do this.</i>
S5	Process Improvement	S5.1	Identifies opportunities to improve HR performance and service, acting on them within the authority of their role.	<i>Provides two examples where they have personally and proactively identified an area of improvement and taken this forward, e.g., how they have made recommendations in the project or their role.</i>
		S5.2	Supports implementation of HR changes/projects with the business.	<i>Describes their involvement in the rollout of a HR change initiative or project that relates to improving a HR people, process or business solution.</i>

S6	Managing HR Information	S6.1	Maintains required HR records as part of services delivered.	<i>Demonstrates how they routinely collect, update, amend distribute, store and record HR information securely e.g., in relation to recruitment, performance, induction, D&G, absence, equality and diversity</i>
		S6.2	Prepares reports and management information from HR data, with interpretation as required.	<i>Demonstrates how they present meaningful information from a variety of different sources of HR data to support evidence-based decision making, e.g., highlighting a trend or pattern in sickness absence.</i>