

HR Consultant Level 5



HR Consultant Level 5 Apprenticeship

HR Consultant/Partner Level 5 Apprenticeship is designed for those developing their career within Human Resources and will come with a Level 5 Qualification in Human Resource Management.

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HR Consultant/Partner Level 5



Who is it for?

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.



Qualification

There are no required qualifications for this apprenticeship. 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 Math's will need to achieve this level prior to completion of their Apprenticeship. You do not need to have prior qualifications to participate on this course. If you have, or have had, any Education Health Care Plan, or have been diagnosed with any learning disability, please ensure we are made aware of this, so that we can arrange additional learning support for you; this **will not** preclude you from participating on any of our programs.



What is Required?

The Apprenticeship course will last for at least 18-months and will require the learner to demonstrate the Knowledge, Skills and Behaviours as follows:

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	Leads the HR contribution to business projects and change programmes to support positive behavioural, business or organisational change. Consistently supports colleagues /collaborates

Business Change	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?
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 Specialism	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.



Off the Job (OTJ) Training Requirement

You will also be required to complete and record what is known as “Off the Job Training” (OTJ Training). This includes the employer allowing 20% of the learners contracted hours to be used as off the job training and will include a number of activities including:

- Off-the-job training is training received by the apprentice, during the apprentice’s paid hours, for the purpose of achieving their apprenticeship.
- It is not training delivered for the sole purpose of enabling the apprentice to perform the work for which they have been employed.
- Off-the-job training is a statutory requirement for an English apprenticeship.
- Off-the-job training must be directly relevant to the apprenticeship framework or standard, teaching new knowledge, skills and behaviours required to reach competence in the particular occupation.

CAN:

- Theory – such as lectures, role playing, online learning, simulation exercises or manufacturer training
- Practical training that apprentices would not normally complete during the week such as shadowing, mentoring, industry visit or competitions
- Learning support and time spent writing assignments

CAN'T:

- **Study or complete English and Maths which is funded separately**
- **Progress review or on-programme assessments that are required in the apprenticeship Standards**
- **Training that takes outside of the apprentices paid working hours**



How will the course be delivered?

At NEMA, we believe in empowering the learner and employer to identify what works best for them. The delivery of your course will therefore allow you to choose how you wish to learn, whether this is through face-to-face teaching, remote teaching, webinars, video content or written information.

Our intent is to identify your existing knowledge and skills, map these to what is required under the course programme Standards, we will then empower you to identify how you will learn with using a single method of learning, or whether you select a mix of methods, this will ensure that you gain the Knowledge, Skills and Behaviours needed.

We will also be looking to work with the employer to ensure that we deliver the course content in an order that meets your business needs first. Whether we start with Employment Law or end with Employment Law, the delivery will be agreed with the learner and employer to allow the impact to be identified and benefitted from.



How will I be Assessed?

This apprenticeship is covered under what is called "Apprenticeship Standards", as such the course will be assessed through what is known as the End Point Assessment (EPA). This section is designed to identify how the EPA will be completed and what the requirements of the EPA are.

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. Completes ESFA admin req'ts	
1-19	Works to role objectives / KPIs / training plan Develops Knowledge, Skills, Behaviours	Manages as any other employee inc Performance Management via monthly 1:1s etc	Monitors progress; identifies gaps; delivers apprentice learning and support as required. Completes ESFA admin req'ts	
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			Agrees content of Consultative Project
21-23	Completes Consultative Project. Submits for assessment			Assesses 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.

End point Assessment (green in the diagram above) – this contains two main components which 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 and Skills.
- A Professional Discussion that will explore the specific Skills and Behaviours

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. 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.

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
	<ul style="list-style-type: none">• 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