

# HR CONSULTANT AND PARTNER APPRENTICESHIP STANDARD

**Standard Code ST0238**  
**Course Level 5**  
**Day Release - Lincoln**  
**Funding Level £7000**  
**Duration 36mths including EPA**

## *Course Description*

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.

## *Off the Job Training*

A key requirement of an Apprenticeship is Off-the-job training. This must make up at least 20% of the apprentice's contracted hours, over the total duration of the apprentice's planned training period. Off-the-job training must be directly relevant to the apprenticeship standard and must take place within the apprentice's normal working hours.

The new learning must be documented and reflected on through the Learner Journal on their e-portfolio (OneFile).

## **Entry Requirements**

The apprentice will normally have completed the L3 HR Support apprenticeship or equivalent. The Apprentice will need to be in a relevant role and show a willingness to undertake the knowledge, skills and behaviours required. They will also need to have Level 2 Maths and English (GCSE at Grade 4/C or above or equivalent) or be prepared to attend a block study period for Maths and English if this is required.

Apprentices may be required to attend an interview and undertake relevant skills assessments.

Once they have been accepted on to the programme all apprentices will be required to attend a Lincoln College Induction. Apprentices will require access to a tablet/computer to access their e-portfolio (OneFile).

## **Knowledge, Skills and Behaviours**

### **KNOWLEDGE**

#### **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

### 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.

### 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**

### **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.

### **HR Specialisms** *(The apprentice will select one of the following options)*

#### **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.

## Assessment

Assessment is done through a combination of practical tasks, written assignments, oral discussions and online tests throughout the programme.

- One to one support from a dedicated, professional assessor/instructor allocated to the learner for the duration of the programme.
- Work based assignments and projects to be completed in an e-portfolio (OneFile).
- Case studies and in College course days as and when required for each learner
- Job shadowing and mentoring, cross training in other departments.
- Employer led in-house training for mandatory areas.
- Independent learning and research as directed by the assessor, relevant to the area of study.
- Review of progress every 10-12 weeks with the Apprentice, Manager and Assessor, evaluating and contributing to what has been learnt and what the next steps to take are.

## End Point Assessment

There will be an End Point Assessment (EPA) as the final stage of an Apprenticeship. The Apprentice must demonstrate their learning to an independent end point assessor and the overall grade available is distinction, pass or fail.

### Assessment events are:

**Consultative Project:** completed over a 3-month period following the gateway. 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 (as set out in Appendix 1) 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%

**Professional Discussion:** 60-75mins professional discussion using a set criteria. 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 required together with any Knowledge and Skills components that have not been covered in the Consultative Project.

### *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.

### *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 provides the foundation of a career within the profession such as HR Consultant, HR Business Partner, HR Manager.

### *Fees*

As an Apprentice, you will pay no course fees. However, your employer may have to pay towards your training as well as providing you with a wage. All Apprentices must receive a minimum wage of £4.15 per hour within their first year of training from their employer, although they can, and often do, pay more. In the second and subsequent years of an Apprenticeship programme, the national minimum wage for your age would apply.

If you are an employer and want to find out more information regarding employer contributions and any further costs related to the Apprenticeship programme, please contact our dedicated Apprenticeship team at [employers@lincolncollege.ac.uk](mailto:employers@lincolncollege.ac.uk)

## ***Business Benefits***

Employers have designed the Apprenticeship Standards to meet the needs of the sector and industry. Ensuring they include:

- Relevant Knowledge, skills and behaviours ensure that the Standard is relevant to the occupation.
- Widening participation Apprenticeship standards provide opportunities to employees that may not previously have been available.
- Development tools A cost effective way to train your employees to undertake specific roles in your business.
- Return on Investment On average, an apprentice who has completed their course will increase business productivity by £214 per week (CEBR, 2015).