

Recruitment Resourcer ST0321/AP03 Apprenticeship Standard



End-point Assessment Toolkit

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Introduction

VTCT Skillsfirst (Skillsfirst) is an approved End-point Assessment Organisation (EPAO) for the Recruitment Consultant apprenticeship standard. This toolkit has been produced to help you understand our approach to the standard and to ensure that the apprentice meets the necessary requirements.

To ensure that our assessments are robust, credible and consistent, Skillsfirst will operate in accordance with the external quality assurance body appointed for this standard, Ofqual.

Abbreviations

EPA	End-point Assessment
EPAO	End-point Assessment Organisation
ESFA	Education and Skills Funding Agency
The Institute	Institute for Apprenticeships and Technical Education
IEA	Independent End-point Assessor
LIEA	Lead End-point Assessor
PA	Project Assignment
PD	Professional Discussion
SEPA	Skillsfirst End-point Assessment system

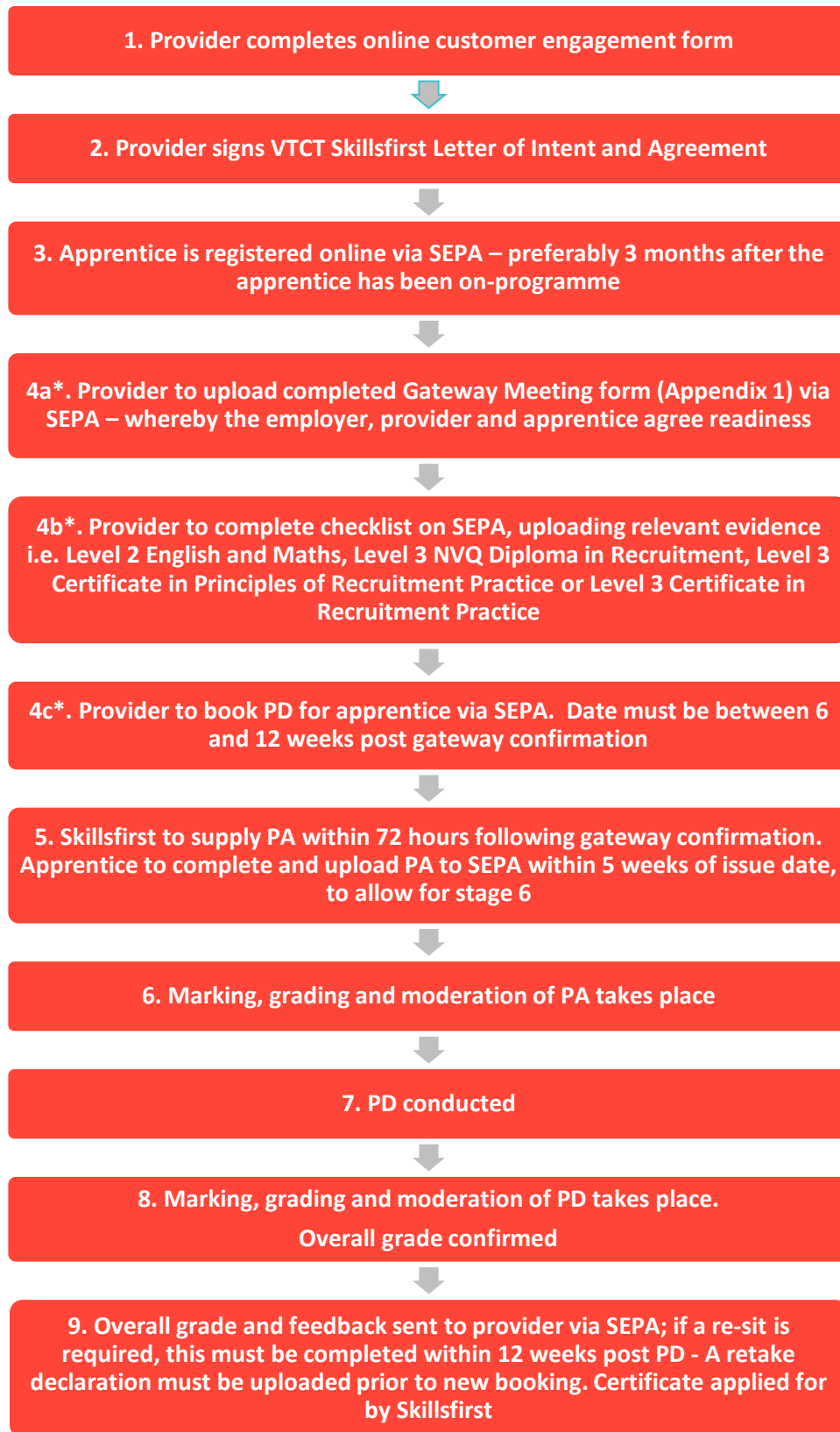
The Recruitment Consultant role

The recruitment consultant's role is to identify and secure job opportunities within client organisations, predominantly employed within the recruitment sector. They attract candidates and successfully place them in those jobs in return for a fee. A recruitment consultant may focus on the supply of flexible workers, permanent placements or a combination of both. Typical responsibilities for a recruitment consultant are:

- Identifying, qualifying and securing client requirement opportunities in line with corporate and personal goals.
- Identifying, assessing and placing candidates to meet client requirements in order to achieve revenue in line with corporate and personal goals.
- Developing and manage client/candidate relationships to ensure high levels of customer satisfaction and quality standards.
- Meeting all procedures and carrying out relevant processes to ensure industry codes of ethics and relevant legislation are adhered to.

A career in recruitment as a recruitment consultant can appeal to those individuals who possess an entrepreneurial outlook. It provides the opportunity for reward and high earning potential. Many opportunities arise in the recruitment sector for personal and professional development, such as team leader and / or managerial roles.

End-point Assessment process



****NB. Stage 4a, 4b and 4c must be completed at the same time***

Gateway

The end-point assessment carried out by Skillsfirst takes place after a minimum of 12 months and a maximum of 18 months on-programme learning.

The employer, in conjunction with the provider, will formally sign-off that the apprentice has met the minimum requirements in regards to the knowledge, skills and behaviours outlined in the Standard. The apprentice, employer and provider will confirm that the apprentice has achieved Level 2 English and Maths, Level 3 NVQ Diploma in Recruitment, Level 3 Certificate in Principles of Recruitment Practice or Level 3 Certificate in Recruitment Practice. The apprentice must also confirm that they feel ready to complete their assessments.

A copy of the standard should be available during the gateway meeting to ensure all parties have a clear overview of what is required:

<https://www.instituteforapprenticeships.org/apprenticeship-standards/recruitment-consultant/>

Skillsfirst has a process in place to support apprentices who have any additional learning requirements. Please refer to the Skillsfirst Reasonable Adjustments and Special Considerations policy for further information; this is available on our website.

Access arrangements / Reasonable Adjustments

It is important that Apprentices are able to access all types of assessment. Where Apprentices have disabilities, learning difficulties or temporary injuries that may disadvantage them, it is possible to apply to VTCT Skillsfirst for a Reasonable Adjustment.

It is the responsibility of the Provider to apply for these arrangements - on behalf of the Apprentice - prior to the EPA taking place. For more information on access arrangements, please refer to the VTCT Skillsfirst Reasonable Adjustments Policy for guidance or email enquiries@skillsfirstassess.co.uk for further information

Registering an Apprentice for End-point Assessment

The Provider can register your Apprentices for EPA via Skillsfirst's online registration and booking platform, SEPA. They can be registered at any time during their apprenticeship at no additional upfront cost. You will need to use the Apprentices ULN when registering them via SEPA along with their name and date of birth.

Further information on registering your Apprentices will be supplied once we have received your signed EPAO agreement and Letter of Intent.

Booking an Apprentice onto End-point Assessment

Providers must confirm that the apprentice has completed all of the mandated components of the standard via the apprentice checklist on SEPA.

- ✓ EPA bookings must be made a minimum of 20 working days in advance of the desired assessment date for the PD.
- ✓ You will need to indicate preferred dates of assessment on the EPA booking form and send this to bookings@skillsfirstassess.co.uk
- ✓ The VTCT Skillsfirst EPA team will seek to match an Independent End-point Assessor (IEA) to your request
- ✓ The EPA team will formally confirm the booking by email and via SEPA

Remote assessments

The PD will ordinarily be conducted through via Smart Room, a video conferencing platform provided through SEPA. The apprentice will receive automated emails containing a link to their Smart Rooms within 72 hours of the assessment being booked. Each link is required by the apprentice to complete the relevant assessment.

For further information on Smart Room, our Smart Room Guidance for Apprentices document is available via SEPA.

Cancellation

We understand in some circumstances, it may be necessary to cancel an assessment. In this event, you must contact the EPA team at Skillsfirst, to inform them of the cancellation and the reason. Please note a fee may be chargeable for some or all of the assessment cost, depending on the circumstances. The IEA will contact you to discuss the cancellation and discuss future availability. Further details can be found within our cancellation policy on the Skillsfirst website.

Project Assignment (PA)

Assessment Method	Weighting	Duration	Available marks	To achieve a Pass	To achieve a Distinction
Project Assignment	40%	Up to 5 weeks from PA issue date	100	To achieve a pass, the apprentice must gain at least 40%*	To achieve a distinction, the apprentice must gain at least 80%*

**NB. To achieve a pass, the apprentice must gain at least 40% in each assessment (PA and PD) and 55% overall.*

The PA is an assessment that will be sent to the apprentice by the IEA via their work email address (with the provider/employer copied in), within 72 hours following gateway confirmation. It has been designed to assess the apprentice’s knowledge, skills and behaviours in Candidate Management and Compliance, as outlined in the assessment plan.

The apprentice will complete the PA within 5 weeks of issue, to the required standard, as they would in the real work environment. Guidance on how to upload documents can be found in the SEPA User Guide, which is available in SEPA in the Resource section.

The project title will be accompanied by a brief; from this the apprentice needs to demonstrate their ability to research, organise and deliver a written assignment.

The PA has a word count of 3000 (+/- 10%) - *Minimum of 2700 words and a Maximum of 3300 words. Any words above the 10% wordcount threshold will not be marked.*

The final word count must be added to the footer of the apprentice’s assignment.

Further supporting evidence such as testimonials, screenshots etc. may be included **and are encouraged**, but will not be taken into consideration for the word count. There is no limit on the amount of supporting evidence that can be submitted, however we would expect to see quality evidence and not copious amount of none related supporting evidence.

It is the Providers responsibility to ensure the apprentice knows what quality supporting evidence is appropriate.

Supplementary Evidence – examples

Evidence type	Points to consider
Witness statement <i>Written or verbal</i>	<ul style="list-style-type: none"> Completed by person who is familiar with you Who, what, where, when, why and how? Specific, work related examples
Manager statement <i>Written or verbal</i>	<ul style="list-style-type: none"> Who, what, where, when, why and how? Specific, work related examples
Customer feedback <i>Written or verbal</i>	<ul style="list-style-type: none"> Methods for recording feedback i.e. email, surveys, questionnaires, social media recommendations / endorsements, service review evidence
Performance reviews (Mid and end) <i>Written or verbal</i>	<ul style="list-style-type: none"> Methods of performance review i.e. self-evaluation, 360-degree feedback, behavioural checklist, ratings scale, one to one recording/documentation, evidence of meeting targets, apprenticeship feedback / reviews – Employer / Training Provider
Work product <i>Written or digital</i>	<ul style="list-style-type: none"> Email; screen shots; documents; reports; projects; meeting minutes, agendas; diaries; database entries, social media posts Work product should meet GDPR requirements Blank forms, templates and documents do not lead to the effective provision of evidence The work product should demonstrate your ability to perform the skills and behaviours within the standards

Supporting evidence: Please make sure one screen shot per word document (this is to ensure quality and readability).

The apprentice's answers to the questions and further supporting evidence should collectively demonstrate what they have learnt and generally applied in relation to the knowledge, skills and behaviours detailed in the Standard.

Example PA topics
A project looking at specific recruitment requirements and planning. A project looking at recruitment process improvements. A project looking at managing candidates through the entire recruitment process.

The apprentice must upload their completed PA (in PDF format) to SEPA for marking and grading within 5 weeks of issue. This gives the apprentice some flexibility to complete the assignment at their own pace and allows for work commitments. Failure to upload the completed PA within this timescale will result in an automatic fail grade being awarded.

What the IEA will be looking for in the Project Assignment

- The apprentice has taken ownership of their PA.
- The apprentice has taken the opportunity to gain the highest grade possible.
- The apprentice has worked independently.
- The evidence provided is authentic and is their own work (the IEA will check that the Declaration of Authenticity form has been completed by the apprentice and employer and uploaded to SEPA).
- The apprentice has kept within the word count and clearly recorded it within their work i.e. footer of document.
- The apprentice has taken key points from the brief and a clear thought process has been undertaken.

Professional Discussion (PD)

Assessment Method	Weighting	Duration	Available marks	To achieve a Pass	To achieve a Distinction
Professional Discussion	60%	45 – 60 minutes	100	To achieve a pass, the apprentice must gain at least 40%*	To achieve a distinction, the apprentice must gain at least 80%*

**NB. To achieve a pass, the apprentice must gain at least 40% in each assessment (PA and PD) and 55% overall.*

The PD is a structured interview between the apprentice and IEA; it is made up of a series of questions and is an opportunity for the apprentice to demonstrate their competence, knowledge, skills and behaviours in Business Development, Consultancy, as outlined in the assessment plan.

The apprentice will need to demonstrate their application of knowledge, skills and behaviours, in an integrated manner, to enable the IEA to make a holistic judgement about how well the apprentice meets or exceeds the competencies.

The PD can be conducted using a range of media (telephone, virtual meeting room), whichever is the most appropriate for the apprentice. Media preference can be confirmed via SEPA when booking the assessment.

The IEA will manage the PD process carefully; however, they will not lead the conversation, as this could affect the validity of the outcome.

The apprentice will be made aware that the PD will be recorded, to evidence how the competencies relating to the standard have been covered.

The PD takes place after the completion and marking of the PA (unless the employer or provider as requested a different process or the apprentice has a resit or retake), however it will be completed within 12 weeks post gateway confirmation as per the Assessment Plan.

Example questions
<p>Explain your approach to negotiating terms of business with a client. Explain how you would provide feedback to a candidate.</p> <p>How would you advise a client on different recruitment models? Explain your approach to developing client relationships.</p>

What the IEA will be looking for in the Professional Discussion

- The apprentice has given real-life examples of how they have applied knowledge and understanding whilst carrying out their job role.
- The apprentice is a confident, assertive and persuasive communicator, to build a picture of their performance.
- The apprentice has taken the opportunity to gain the highest grade possible.

Professional Recognition and Progression

Apprentices who complete the Recruitment Consultant Apprenticeship Standard will be eligible for professional registration of the Institute of Recruitment Professionals or Institute of Recruiters.

Feedback

The IEA will provide a summary of the assessment taken place and allow the apprentice the opportunity to

ask questions, comment on the session or provide feedback should they wish to. If the apprentice asks any questions / comments or feedback, the IEA should record this on the PD record.

However, the IEA will not provide the apprentice (or their manager) with a preliminary grade, as it will be subject to the internal quality assurance processes. Skillsfirst will **aim** to confirm the apprentice's final and overall grade approximately 10 working day following the last assessment.

Re-sitting / Retaking end-point assessment

Re-sit – an apprentice will be able to undertake a re-sit where there are extenuating circumstances which will impact on the assessment grade e.g. illness, accident on the way to the test, or not uploading PA on time. The apprentice must provide evidence in order for a re-sit decision to be made.

Retake – an apprentice will be able to retake an assessment but must evidence additional learning has taken place - A re-take declaration is required for those apprentices that fail an assessment (Appendix 4), this must be uploaded prior to new booking being sent to bookings.

For the Recruitment Consultant standard, the following re-sit rule applies - *“Re-sits / Re-take of the EPA are available in full or in part. Therefore, if an apprentice fails one distinct part (PA or PD) of the assessment, they are allowed to re-sit that part of the assessment to achieve an overall apprenticeship grade. In the case of a PA, the apprentice may choose to revisit their original PA brief or choose a new brief for resubmission (provider must email enquiries@skillsfirstassess.co.uk to request a new brief for apprentice). There is no restriction on the grade that can be awarded to an apprentice if a resit has taken place. If a re-sit is required, it must be within 12 weeks post PD.”* However, we do not anticipate that apprentices with a pass in a PA and / or PD will resist to achieve a better overall grade.

Re-sit / Re-take fees

The Re-sit and Re-take fees will be agreed with the Head of Assessment Services at VTCT Skillsfirst and the provider / employer.

Results

Following the completion of an assessment, the IEA will send the completed mark scheme and feedback reports to the LIEA, who will then moderate and provide a final grade. The overall final grade will be submitted to the Education and Skills Funding Agency (ESFA), who will issue an Apprenticeship completion certificate for the standard; a copy of the certificate number provided by ESFA will be input onto the apprentice's record on SEPA by Skillsfirst.

The certificate will confirm that the apprentice has passed the assessments and has demonstrated full competency across the standard. This will be sent to the employer for distribution and celebration. We would advise providers to check with employers that the certificate has been received and a copy has been taken for their records.

Appeals

Should an apprentice or employer wish to appeal the grade received, please refer to the VTCT Skillsfirst Appeals Policy, which is available via SEPA or alternatively on the website.

Appendix 1

Gateway Meeting form

Gateway Meeting			
Apprentice Name			
ULN		Date of Birth	
Apprentice has achieved all criteria for the standard	Yes / No	Is the Apprentice ready for EPA	Yes / No
Prerequisite requirement on standard	Achieved	Date	Evidence uploaded
Level 3 Certificate in Principles of Recruitment Practice or Level 3 Certificate in Recruitment Resourcing			
Level 3 NVQ Diploma in Recruitment			
Achieved English Level 2			
Achieved Maths Level 2			
Exemption evidence uploaded to SEPA			
Please confirm that the above-named apprentice consents to Skillsfirst applying for their Apprenticeship Certificate on their behalf.			
Recruitment Consultant			Meeting Date
Apprentice signature			
Employer Signature			
Provider Signature			

Appendix 2

Guidance for Apprentices

VTCT Skillsfirst (Skillsfirst) is an End-point Assessment Organisation (EPAO); you will be assessed by an Independent End-point Assessor (IEA) to ensure that you meet the requirements of the Recruitment Resourcer apprenticeship standard. The IEA will independently assess your competency after you have completed the on-programme training and learning and following your employer and provider confirming you are ready to complete the assessments.

The assessments will be carried out by an IEA, who is an assessment expert and has the required occupational expertise within the sector. IEAs will carry out the range of required assessments remotely, in a secure and safe manner. They will also provide you with a provisional grade for each assessment, which is subject to our moderation process.

Abbreviations

EPA	End-point Assessment
EPAO	End-point Assessment Organisation
ESFA	Education and Skills Funding Agency
the Institute	Institute for Apprenticeships and Technical Education
IEA	Independent End-point Assessor
LIEA	Lead Independent End-point Assessor
PA	Project Assignment
PD	Professional Discussion
SEPA	Skillsfirst End-point assessment system

Your identification (ID) requirements

Skillsfirst will need to ensure that you are the right person undertaking an assessment. As both assessments are remote, your manager will be required to join the call at the beginning of the assessment to verify your identify, however if the PD takes place via a virtual meeting room, you will be required to show your identification prior to the assessment starting.

Skillsfirst will accept the following as proof of your identity:

- ✓ A valid passport
- ✓ A signed UK photo card driving licence
- ✓ Employee ID card

The IEA will certify they have seen ID before proceeding with the assessment. Failure to do so may result in the assessment being cancelled and a charge being incurred by your employer and provider.

Should the assessment be undertaken via telephone your manager will be required to join the call at the beginning of the assessment to verify their identity or additional security questions regarding your identity will be asked. These will be personal questions such as your date of birth, full name, home address, training provider and full address of employment.

Successful completion of EPA demonstrates that you are competent in your role and will result in the award of the apprenticeship certificate from the Institute. This certificate will be applied for by VTCT Skillsfirst and will be sent directly to your employer from the Institute.

The purpose of this document is to ensure you, the apprentice, knows about the requirements within the Recruitment Resourcer apprenticeship standard. This will help you to meet the assessment requirements.

The apprenticeship standard comprises of the following:

On programme training and learning

On programme training and learning must meet the requirements set out in the apprenticeship standard. Your employer and provider will support you throughout your apprenticeship; this should take a minimum of 12 months and you must achieve Level 2 English and Maths, Level 3 Certificate in Principles of Recruitment or Level 3 Certificate in Recruitment Practice and a Level 3 NVQ Diploma in Recruitment.

Gateway to EPA

Once you have completed the relevant on-programme training and learning, you, your employer and provider will confirm that you are ready to complete the assessments and the 'Gateway Meeting form' will be completed and uploaded to SEPA.

EPA

The EPA is the final assessment of your knowledge, skills and behaviours; the Recruitment Consultant apprenticeship standard is made up of two assessment methods, the IEA will grade these as a fail, pass or distinction. We have provided your employer and provider with guidance regarding what you will need to know and show to achieve a pass or distinction.

Methods of assessment

The Recruitment Consultant apprenticeship standard is made up of the following assessments:

Project Assignment (PA)

Assessment Method	Weighting	Duration	Available marks	To achieve a Pass	To achieve a Distinction
Project Assignment	40%	Up to 5 weeks from PA issue date	100	To achieve a pass, the apprentice must gain at least 40%*	To achieve a distinction, the apprentice must gain at least 80%*

**NB. To achieve a pass, the apprentice must gain at least 40% in each assessment (PA and PD) and 55% overall.*

The PA is an assessment that will be sent to you by the IEA via your work email address (with the provider/employer copied in), within 72 hours following gateway confirmation. It has been designed to assess your knowledge, skills and behaviours in Candidate Management and Compliance, as outlined in the assessment plan.

You will complete the PA within 5 weeks of issue, to the required standard, as you would in the real work environment. Guidance on how to upload documents can be found in the SEPA User Guide, which is available in SEPA in the Resource section.

The project title will be accompanied by a brief; from this you need to demonstrate your ability to research, organise and deliver a written assignment

The PA has a word count of 3000 (+/- 10%) - *Minimum of 2700 words and a Maximum of 3300 words. Any words above the 10% wordcount threshold will not be marked*

Further supporting evidence such as testimonials, screenshots etc. may be included **and are encouraged**, but will not be taken into consideration for the word count. There is no limit on the amount of supporting evidence that can be submitted, however we would expect to see quality evidence and not copious amount of none related supporting evidence. For example, one screen shot per Word document (this is to ensure quality and readability) and one page per manager/witness statement.

Your answers to the questions and further supporting evidence should collectively demonstrate what you have learnt and generally applied in relation to the knowledge, skills and behaviours detailed in the Standard.

Example PA topics
A project looking at specific recruitment requirements and planning.
A project looking at recruitment process improvements.
A project looking at managing candidates through the entire recruitment process.

You must upload your completed PA (in PDF format) to SEPA for marking and grading within 5 weeks of issue. This gives you some flexibility to complete the assignment at your own pace and allows for work commitments. Failure to upload the completed PA within this timescale will result in an automatic fail grade being awarded.

What the IEA will be looking for in the Project Assignment

- You have taken ownership of their PA.
- You have taken the opportunity to gain the highest grade possible.
- You have worked independently.
- The evidence provided is authentic and is your own work (the IEA will check that the Declaration of Authenticity form has been completed by you and employer and uploaded to SEPA).
- You have kept within the word count and clearly recorded it within their work i.e. footer of document.
- You have kept within the maximum number of further supporting evidence accepted i.e. five.
- You have taken key points from the brief and a clear thought process has been undertaken.
- You have uploaded appropriate supplementary evidence of a high standard

Professional Discussion (PD)

Assessment Method	Weighting	Duration	Available marks	To achieve a Pass	To achieve a Distinction
Professional Discussion	60%	45 - 60 minutes	100	To achieve a pass, the apprentice must gain at least 40%*	To achieve a distinction, the apprentice must gain at least 80%*

**NB. To achieve a pass, the apprentice must gain at least 40% in each assessment (PA and PD) and 55% overall.*

The PD is a structured interview between the apprentice and IEA; it is made up of a series of questions and is an opportunity for the apprentice to demonstrate their competence, knowledge, skills and behaviours in Business Development, Consultancy, as outlined in the assessment plan.

You will need to demonstrate your application of knowledge, skills and behaviours, in an integrated manner, to enable the IEA to make a holistic judgement about how well you meet or have exceeded the competencies.

The PD can be conducted using a range of media (telephone, virtual meeting room), whichever is the most appropriate for you and the employer. Media preference can be confirmed via SEPA when booking the assessment.

The IEA will manage the PD process carefully; however, they will not lead the conversation, as this could affect the validity of the outcome.

You will be made aware that the PD will be recorded, to evidence how the competencies relating to the standard have been covered.

The PD takes place after the completion and marking of the PA (unless the employer or provider as requested a different process or the apprentice has a resit or retake), however it will be completed within 12 weeks post gateway confirmation as per the Assessment Plan.

Example questions
Explain your approach to negotiating terms of business with a client. Explain how you would provide feedback to a candidate. How would you advise a client on different recruitment models? Explain your approach to developing client relationships.

What the IEA will be looking for in the Professional Discussion

- You have given real-life examples of how they have applied knowledge and understanding whilst carrying out their job role.
- You are confident, assertive and persuasive communicator, to build a picture of their performance.
- You have taken the opportunity to gain the highest grade possible.

Re-sitting an EPA

For the Recruitment Consultant standard, the following re-sit rule applies - *“Re-sits of the EPA are available in full or in part. Therefore, if an apprentice fails one distinct part (PA or PD) of the assessment, they are allowed to re-sit that part of the assessment to achieve an overall apprenticeship grade. In the case of a PA, the apprentice may choose to revisit their original RPA brief or choose a new brief for resubmission (provider must email enquiries@skillsfirstassess.co.uk to request a new brief for apprentice).*

There is no restriction on the grade that can be awarded to an apprentice of a resit has taken place. If a re-sit is required, it must be within 12 weeks post PD.” However, we do not anticipate that apprentices with a pass in a PA and / or PD will resist to achieve a better overall grade.

Good luck with your end-point assessment!

Appendix 3
Declaration of Authenticity

Apprenticeship Standard	Recruitment Consultant
Component	Project Assignment (PA)

I confirm that the work / evidence uploaded is my own work and has been personally created by me and demonstrates my knowledge, skills and competence.

I understand that the grade awarded may be invalidated, if it is found work / evidence that does not belong to me has been uploaded.

All work / evidence uploaded towards this assessment of the standard is current.

Apprentice name	
Apprentice signature	
Date	

I confirm that the PA work / evidence is that of the above member of staff

Employer name	
Employer signature	
Date	

***** Please upload this form at the same time as uploading the PA to SEPA*****

Appendix 4
Recruitment Consultant Level 3 Retake Declaration

Apprentice Name	
ULN Number	
Date of Retake	
Name of Assessment/s	

This is to confirm that the apprentice has undertaken a period of additional learning in the following area/s of the Recruitment Consultant Level 3 standard:

Area/s of additional learning covered (Please list)

Declaration:

Apprentice: I can confirm that I am now ready to retake my End-point Assessment

Name:
Date:
Signature:

Provider: I confirm that the apprentice is now ready to retake their End-point Assessment

Name:
Date:
Signature:
Post Held:

Employer: I confirm that the apprentice is now ready to retake their End-point Assessment

Name:
Date:
Signature:
Post Held:

Appendix 5

Recruitment Consultant Summary of Assessment Method and Grading

PA = Project Assignment (Total marks available = 100)

PD = Professional Discussion (Total marks available = 100)

This table details which Knowledge, Skills and Behaviours are tested in each of the assessment methods within the EPA. It also details the individual elements of each high-level Knowledge and Skill that are detailed in the Standard.

High Skill	Level	Skills tested	Fail	Pass	Distinction
Business Development		Identify, progress and convert sales leads into new clients, candidates and placements as required Proactively and consistently strive to identify and obtain new business opportunities Source suitable vacancies in line with company policies and sales procedures Manage and profitably develop client relationships	Unable to show any depth of business acumen Requires support to build new relationships Waits for tasks to be assigned	Demonstrates a sound understanding of commercial priorities Independently seeks and secures new relationships Proactively initiates and completes tasks	Maximises opportunities to deliver profitable new business Proactively contributes to sales activity outside of own specialism Takes ownership of tasks in a proactively and timely manner
Candidate Management		Identify and attract candidates using all appropriate methods to fill jobs Monitor responses / applications received and make sure that candidate applications are processed efficiently Shortlist and present suitably qualified applicants against defined job vacancies Manage the recruitment and selection processes by effectively liaising with the client, candidate and internal teams Successfully place suitable candidates with clients	Employs ineffective sourcing methods Shows inaccurate interpretation of CV content Frequently makes poor decisions	Consistently sources relevant candidates for current vacancies Accurate assessment of candidate relevancy Decisions are thought through, using a range of information or techniques	Builds candidate pools and networks for current and future vacancies Accurate and rapid assessment of candidate skills, knowledge and motivations Decisions are fully evidenced and justified Adapts decision making to each situation.
Consultancy		Advise clients and candidates on the legal, regulatory and ethical requirements and appropriate codes of practice when recruiting Advise candidates and clients on employee rights and responsibilities including equality, diversity and inclusion Seek and provide feedback in a professional manner at all times to candidates and clients Conduct professional discussions with clients and	Advice is often limited and incomplete Frequently requires support from colleagues Communication is unclear, either verbally or in writing Chooses ineffective	Presents advice in a clear and concise way Requires minimal support from colleagues Demonstrates they can communicate clearly in both written and verbal forms	Positively influences client and candidate decision making Independently forms solutions and offers advice to others Communication is consistently clear, accurate and effective Independently chooses the most appropriate and effective

	candidates using all mediums as appropriate	methods of communication Tasks left incomplete	Shows flexibility and uses appropriate communication channels Tasks completed as requested	communication channel Proactively identifies and then completes tasks
Compliance	Meet agreed Key Performance Indicators (vacancies taken, calls made, interviews etc.) Be able to accurately utilise company management systems and follow payroll billing procedures including accurate database management complying with relevant legislation Conduct regular service reviews with both clients and candidates to ensure continuous improvement Accurately record candidate and client information on the recruitment database Escalate non-compliance where appropriate	Inconsistent adherence to policies and procedures Frequent mistakes in work that requires correction. Fails to identify issues as they occur.	Consistently adheres to policies and procedures Work is largely accurate and meets expectations Highlights issues when they arise and seeks advice	Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements Takes ownership for own work, promotes best practice and proactively offers to coach others Proactively identifies potential issues and takes appropriate action to prevent them happening

High Level knowledge	Skills tested	Fail	Pass	Distinction
Business Development	How to establish, negotiate and agree terms and conditions of business with clients How to develop successful sales techniques for recruitment	Fails to understand commercial considerations Does not review work or learn from experience Demonstrates a limited range of activities Decision making is unreasoned	Understands what a 'good deal' looks like. Reflects on reasons for success and learns from experience Differentiates between various models and is flexible in approach Decisions are well reasoned and thought through.	Understands how to increase profitability individually and collectively. Proactively offers to coach colleagues Understands the most effective method for different situations Decisions are timely, show good judgement and are fully evidenced
Candidate Management	How to ensure candidates and clients receive a professional and comprehensive recruitment service The principles of assessing people	Fails to demonstrate an understanding of the fundamentals of relationship management Errors and gaps in work completed	Demonstrates successful relationship management and results achieved Accurate and timely in activities. Checks own work and learns from experience	Takes ownership of effective relationships and seeks feedback for further learning Evaluates own performance and shares reasons for success

Consultancy	The different recruitment models (e.g. Temporary, Permanent, Contract Recruitment, Executive Search etc.) Candidate pay, client charge rates and contractual conditions within their sector in order to consult with and advise candidates and clients	Limited understanding of their sector and their role within the wider market Communication of information is unclear and imprecise	Broad understanding of their sector and how external factors can affect it. Clear communication of accurate information	Detailed understanding of their sector and how it can be affected by external factors Clear, concise and accurate communication of independent thoughts and ideas
Compliance	All necessary processes, payment and aftercare services in line with company policies Agreed job-related Key Performance Indicators (KPIs, e.g. vacancies taken, calls made, interviews etc.) and how they will be assessed and will be measured during the apprenticeship The legal, regulatory and ethical requirements and appropriate codes of practice when recruiting Employee rights and responsibilities including equality, diversity and inclusion.	Complies with some elements of best practice Does not know/fully understand relevant policies, procedures and legislation Takes a short term and narrow view of compliance Requires task by task guidance and supervision	Understands and complies with best practice Demonstrates a knowledge of relevant policies procedures and legislation and consistently follows them Understands the importance of meeting compliance standards Understands scope of responsibilities and needs limited supervision	Champions best practice Shows a thorough knowledge of relevant policies, procedures and legislation and promotes them internally and externally Understands the wider implications of failure to comply with legislative requirements Understands corporate priorities and independently seeks advice when needed

Behaviours	Fail	Pass	Distinction
Self - motivation	Requires encouragement to meet expectations Shifts responsibility to others	Independent action to meet expectations Applies initiative in developing their own knowledge and skills	Consistently strives to exceed expectations Proactively seeks opportunities to develop themselves and share learning with others
Courage and ability to effectively challenge poor practice	Fails to identify bad practice Has not shown integrity and reliability	Uses knowledge to identify bad practice and escalate Regularly shows integrity and reliability	Advises on best practice when challenging bad practice Encourages others to show more integrity and reliability
Enterprise and entrepreneurship	Fails to recognise opportunities for growth and development Does not demonstrate an awareness of the wider environment	Proactively seeks opportunities for personal growth and development in their specialism Effectively manages opportunities to completion	Proactively seeks and identifies opportunities for growth and development in the wider environment Efficiently manages resources to maximise results
Ambition, drive and determination	Shows a limited interest in personal development	Demonstrates a view of their future professional development	Demonstrates planning and targets to achieve their view of their future professional development

	Lacks the willingness to set and meet personal targets	Agrees realistic targets and makes good plans to meet them	Independently creates stretch targets for personal and business opportunities
Tenacity and resilience	Takes constructive feedback personally Fails to complete tasks	Continues to work towards targets when managing rejection. Consistently completes tasks	Strives to be better next time when receives negative feedback Consistently completes tasks and seeks opportunities for improvement
Confident, assertive and persuasive communicator	Communication is unclear and ineffective Inconsistent in approach	Uses a range of communication methods to present clear and concise information Consistently questions uncertainty for clarification	Uses the most effective communication method to positively influence outcomes. Takes personal responsibility for outcomes
Innovative	Fails to create new ideas	Forms ideas and supports implementation	Forms new ideas and drives implementation
Attention to detail	Inaccurate and work contains numerous errors Shows limited understanding of their role and how they fit into the team	Checks own work which contains minimal errors Identifies their role in the team and how their work contributes	Takes ownership for work and evaluates accuracy Understands the structure of the organisation and is able to discuss how teams interact
Ethical customer focused approach	Shows little interest in customer satisfaction Fails to review client satisfaction	Has customer satisfaction at the centre of their actions Conducts reviews with clients	Champions customer care best practice and strives for a win/win solution Leads client reviews and suggests improvements
Are very organised	Does not plan effectively leading to incomplete or late work Ineffective at managing expectations	Plans work, achieves deadlines and effectively manages resources Suggests improvements in processes	Creates plans to maximise resources and personally ensure results are achieved Identifies inefficiency and plans for timely resolution
Good questioning and listening	Sometimes misses the point Is often distracted	Understands and answers questions Focuses on the matter in hand	Ask supplementary questions to investigate potential scenarios and ensures positive outcome Is able to analyse an issue quickly and effectively
Demonstrate problem solving and decision making	Frequently makes poor decisions and fails to produce a positive outcome Does not learn from mistakes	Decisions are thought through and address the issue at hand Uses past experiences to inform decisions	Decisions are timely show good judgement and are fully evidenced. They positively affect outcomes Balances expediency with best practice