

# Highfield Level 2 End-Point Assessment for Recruitment Resourcer

EPA-Kit

## Delivering the Standard

- Business development
- Candidate sourcing
- Candidate management
- Compliance
- Self-motivation
- Tenacity and resilience
- Ambition, drive and determination
- Ability to prioritise and escalate where necessary
- Innovative
- Attention to detail
- Ethical customer-focused approach
- Are very organised
- Good questioning and listening

# The Recruitment Resourcer Apprenticeship Standard

The following pages contain the recruitment resourcer apprenticeship standard and the assessment criteria in a suggested format that is suitable for delivery.

Business development	
Knowledge	Skills
Recruitment sales techniques and processes and how to support them	Identify and progress leads as required. Proactively and consistently strive to identify new candidate and client opportunities
Professional discussion	
Assessment criteria	
BD1 Differentiates between various <b>models</b> and is flexible in approach BD2 Decisions are well reasoned and thought out BD3 Understands scope of responsibilities and needs limited supervision BD4 Demonstrates a sound understanding of <b>commercial priorities</b> BD5 Independently seeks and secures new relationships BD6 Demonstrates they can communicate clearly BD7 Understands the most effective method for different situations BD8 Decisions are timely, show good judgement and are fully evidenced BD9 Understands corporate priorities and independently seeks advice when needed BD10 Maximises opportunities to identify potential new business BD11 Proactively contributes to sales activity outside of their own specialism BD12 Communication is consistently clear, accurate and effective	
Amplification and guidance	
<ul style="list-style-type: none"> <li>• <b>Models</b> <ul style="list-style-type: none"> <li>○ Recruitment models: permanent/temporary/temporary to permanent. Concepts such as contingent, retained and executive search (headhunting) recruitment</li> </ul> </li> <li>• <b>Commercial priorities</b> <ul style="list-style-type: none"> <li>○ Time taken to recruit (e.g. who is part of the process of recruitment, time spent recruiting rather than doing their job)</li> <li>○ Additional equipment costs per new employee (e.g. does the worker have their own personal protection equipment (PPE))</li> <li>○ Value of advertising (e.g. advert responses versus the cost of recruiting)</li> <li>○ The cost per candidate</li> </ul> </li> </ul>	

Candidate sourcing	
Knowledge	Skills
The candidate attraction and selection processes. Market rates and conditions within their sector.	Research, identify and attract candidates using all appropriate methods to satisfy job requirements. Write, place and update adverts in line with company procedures. Monitor responses/applications received and make sure that candidate's applications are processed efficiently
Resourcing project assignment	
Assessment criteria	
CS1	Accurate and timely in activities
CS2	Checks own work and learns from experience
CS3	Shows knowledge of the broader <b>candidate marketplace</b>
CS4	Broad understanding of their sector and how <b>external factors</b> can affect it
CS5	Written material follows best practice guidelines
CS6	Accurate and detailed
CS7	Demonstrates proactivity
CS8	Evaluates own performance and shares reasons for success
CS9	Applies knowledge to improve advice and delivery
CS10	Detailed understanding of their sector and how it can be affected by external factors
CS11	Produces creative and compelling written material
CS12	Error-free work
CS13	Demonstrates creativity and proactivity

## Amplification and guidance

- **Candidate marketplace**
  - The marketplace can consist of:
    - local workers e.g. warehouse workers, easy to recruit
    - regional workers e.g. engineers, tend to travel further for work
    - national workers e.g. leadership roles with a specific skill set, used to travelling for work
    - international workers e.g. oil and gas engineers working abroad, niche skill set
  - There are 4 types of candidates on the market, consisting of active (typically temporary workers), semi-active, semi-passive and passive candidates (typically those with niche skills who are headhunted)
- **External factors**
  - Political climate (e.g. Brexit)
  - Legislation/regulation changes (e.g. GDPR (the General Data Protection Regulations))
  - Economic changes (e.g. interest rates increase could reduce how much companies spend on recruitment and training)
  - Weather – a sudden increase of severe/extreme weather can spike recruitment in areas like food factories
  - Conflict/war – can dramatically change recruitment plans for example engineers in the Middle East

Candidate management	
Knowledge	Skills
<p>How to initiate, build and maintain relationships with candidates. The principles and importance of using research for resourcing, including quantitative and qualitative research methods, research validity and reliability and sources of research information.</p>	<p>Qualify, shortlist and present suitable candidates against defined job vacancies. Assist in the recruitment and selection processes by effectively liaising with the candidates and internal teams. Initiate, manage and develop candidate relationships. Seek and provide feedback in a professional manner at all times to candidates</p>
Professional discussion	
Assessment criteria	
CM1	Demonstrates successful relationship management and results achieved
CM2	Clear communication of accurate information
CM3	Makes suggestions for small improvements and supports their implementation
CM4	Consistently selects relevant candidates for current vacancies
CM5	Accurate assessment of candidate relevancy
CM6	Decisions are thought through, using a range of information or techniques
CM7	Shows flexibility and uses appropriate communication channels
CM8	Regular clear <b>written and verbal communication</b> with candidates
CM9	Takes ownership of effective relationships, and seeks feedback for further learning
CM10	Clear, concise and accurate communication of independent thoughts and ideas
CM11	Able to identify inefficiencies in a process, suggests improvements and assists implementations
CM12	Builds candidate pools and networks for current and future vacancies
CM13	Accurate and rapid assessment of candidate skills, knowledge and motivations
CM14	Decisions are fully evidence and justified
CM15	Adapts decision making to each situation
CM16	Independently choose the most effective and appropriate communication channel
CM17	Communication positively influences candidate decision making

### Amplification and guidance

- **Written and verbal communication methods**

- Verbal e.g. phone calls
- Written, e.g. emails, company brochures, posters, job adverts, text messaging, social media

## Compliance

Knowledge	Skills
<p>The legal, regulatory and ethical requirements and appropriate codes of practice when resourcing. Agreed job related Key Performance Indicators (assessment completed, interviews etc) and how they will be assessed and measured during the apprenticeship.</p> <p>The recruitment industry and the principles of the recruitment models. Employee rights and responsibilities including equality, diversity and inclusion.</p>	<p>Contribute to the development of a recruitment resourcing plan. Provide first line support for all enquiries. Provide pre-employment and compliance checks in line with company policy and relevant legislation. Provide support to ensure that the candidates and clients receive a professional and comprehensive recruitment service at all times. Accurately record candidate and client information on the recruitment database. Utilise database information in line with relevant legislation and best practice. Escalate non-compliance where appropriate. Meet agreed Key Performance Indicators (e.g. interviews arranged, candidates sourced etc).</p>
<b>Resourcing project assignment and Professional discussion</b>	
<b>Assessment criteria</b>	
<p>CO1 Understands and complies with <b>best practice</b></p> <p>CO2 Demonstrates a knowledge of relevant <b>policies, procedures and legislation</b> and consistently follows them</p> <p>CO3 Understands the importance of meeting <b>compliance standards</b></p> <p>CO4 Champions best practice</p> <p>CO5 Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally</p> <p>CO6 Understands the wider implications of failure to comply with legislative requirements</p> <p>CO7 Consistently adheres to policies and procedures</p> <p>CO8 Work is largely accurate and meets expectations</p> <p>CO9 Highlights issues when they arise and seeks advice</p> <p>CO10 Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements</p> <p>CO11 Takes ownership for own work, promotes best practice and proactively offers to coach others,</p> <p>CO12 Proactively identifies potential issues and takes appropriate action to prevent them from happening</p>	



### Amplification and guidance

- **Policies, procedures and legislations**
  - In house processes used by an organisation, such as equal opportunities, absence management, equality and diversity, bullying and harassment
- **Best practice**
  - External codes of practice such as the Recruitment & Employment Confederation's (REC) Code of Professional Practice which sets out guidelines for the recruitment industry. It covers topics such as respect for Law, respect for honesty and transparency and respect for diversity.
- **Compliance standards**
  - Adhering to the standards set by the Recruitment and Employment Confederation

## Self-motivation

### Behaviour – Professional discussion

#### Assessment criteria

- B1.1 Independently takes action to **meet expectations**
- B1.2 Applies **initiative** in developing their own skills and knowledge
- B1.3 Consistently strives to exceed expectations
- B1.4 Proactively seeks opportunities to develop themselves and share learning with others

#### Amplification and guidance

- **Meet expectations**
  - Strives to complete all agreed goals/targets on time and to the best of their ability
- **Initiative**
  - Takes responsibility for own development

## Tenacity and resilience

### Behaviour – Professional discussion

#### Assessment criteria

- B2.1 Continues to work towards targets when **managing rejection**
- B2.2 Consistently completes tasks
- B2.3 Strives to be better next time when receiving negative feedback
- B2.4 Consistently completes tasks and seeks opportunity for improvement

#### Amplification and guidance

- **Managing rejection**
  - Having the ability to 'bounce back'

## Ambition, drive and determination

### Behaviour – Professional discussion

#### Assessment criteria

- B3.1 Demonstrates a view of their future **professional development**
- B3.2 Agrees realistic targets and makes good plans to meet them
- B3.3 Demonstrates planning and targets to achieve their view of their future professional development
- B3.4 Independently creates **stretch targets** for personal and business opportunities

#### Amplification and guidance

- **Professional development**
  - Potential progression within the organisation
- **Stretch targets**
  - Challenging themselves, not sticking to average KPIs

## Ability to prioritise and escalate where necessary

### Behaviour – Professional discussion

#### Assessment criteria

- B4.1 Decisions are thought through and address the issue at hand
- B4.2 Considers **team objectives** when planning actions
- B4.3 Decisions are timely, show good judgement and are fully evidenced, positively affecting outcomes
- B4.4 Balances **corporate objectives** with personal and team targets when planning

### Amplification and guidance

- **Team objectives**
  - Time management, managing expectations
- **Corporate objectives**
  - The objectives of the business as a whole

<b>Innovative</b>	
<b>Behaviour – Professional discussion</b>	
<b>Assessment criteria</b>	
B5.1	Forms ideas and supports <b>implementation</b>
B5.2	Forms new ideas and drives implementation
<b>Amplification and guidance</b>	
<ul style="list-style-type: none"> <li>• <b>Implementation</b> <ul style="list-style-type: none"> <li>○ Managing the whole process from start to finish, putting ideas into practice, e.g. taking a vacancy from negotiation through to successfully placing candidates and receiving payment</li> </ul> </li> </ul>	

<b>Attention to detail</b>	
<b>Behaviour – Resourcing project assignment</b>	
<b>Assessment criteria</b>	
B6.1	Checks own work to ensure minimal errors
B6.3	Takes ownership for work and evaluates accuracy
<b>Behaviour – Professional discussion</b>	
<b>Assessment criteria</b>	
B6.2	Identifies their role in the team and how their work contributes
B6.4	Understands the structure of the organisation
B6.5	Discuss how teams interact

<b>Ethical customer-focused approach</b>	
<b>Behaviour – Resourcing project assignment</b>	
<b>Assessment criteria</b>	
B7.1	Has customer satisfaction at the centre of their actions
B7.2	Champions customer care best practice and strives for a win-win solution
<b>Behaviour – Professional discussion</b>	
<b>Assessment criteria</b>	
B7.3	Conducts reviews with clients
B7.4	Leads client reviews and suggests improvements

## Are very organised

### Behaviour – Resourcing project assignment

#### Assessment criteria

- B8.1 Plans work, achieves deadlines and effectively manages **resources**
- B8.2 Creates plans to maximise resources and personally ensure results are achieved

### Behaviour – Professional discussion

#### Assessment criteria

- B8.3 Manages future **pipeline of work**
- B8.4 Identifies future pipeline of work and proactively assigns resources

### Amplification and guidance

- **Resources**
  - Physical resources can include job boards or a recruitment resourcing plan
- **Pipeline of work**
  - List of future clients or jobs

## Good questioning and listening

### Behaviour - Professional discussion

#### Assessment criteria

- B9.1 Understands and answers questions
- B9.2 Focuses on the matter in hand
- B9.3 Asks supplementary questions to investigate potential scenarios and ensures positive outcome
- B9.4 Is able to analyse an issue quickly and form solutions