Highfield Level 3 End-Point Assessment for Recruitment Consultant

EPA-Kit

Delivering the Standard

- Business development
- Candidate management
- Consultancy
- Compliance
- Self-motivation
- Courage and ability to effectively challenge poor performance
- Enterprise and entrepreneurship
- Ambition, drive and determination

- Tenacity and resilience
- Confident, assertive and persuasive communicator
- Innovative
- Attention to detail
- Ethical customer-focused approach
- Are very organised
- Good questioning and listening
- Demonstrate problem solving and decision making

The Recruitment Consultant Apprenticeship Standard

The following pages contain the Recruitment Consultant Apprenticeship Standard and the assessment criteria in a suggested format that is suitable for delivery.

Business development

Knowledge	Skills
How to establish, negotiate and agree terms and conditions of business with clients. How to develop successful sales techniques for recruitment.	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.

Professional discussion

Assessment criteria

BD1   Understands what a 'good deal' looks like

BD2   Reflects on reasons for success and learns from experience

BD3   Differentiates between various **models** and is flexible in approach

BD4   Decisions are well reasoned and thought through

BD5   Demonstrates a sound understanding of commercial priorities

BD6   Independently seeks and secures new relationships

BD7   Proactively initiates and completes tasks

BD8   Understands how to increase profitability individually and collectively

BD9   Proactively offers to coach colleagues

BD10 Understands the most effective method for different situations

BD11 Decisions are timely, show good judgement and are fully evidenced

BD12 Maximises opportunities to deliver profitable new business

BD13 Proactively contributes to sales activity outside of own specialism

BD14 Takes ownership of tasks in a proactively and timely manner

Amplification and guidance

- **Models**
  - Use of search engines, trade magazines, social media, LinkedIn, client's own website, existing database

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Candidate management

Knowledge	Skills
How to ensure candidates and clients receive a professional and comprehensive recruitment service. The principles of assessing people.	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

Project assignment

Assessment criteria

CM1 Demonstrates successful relationship management and results achieved
CM2 Accurate and timely in activities
CM3 Checks own work and learns from experience
CM4 Consistently **sources relevant candidates** for current vacancies
CM5 Accurate **assessment of candidate relevancy**
CM6 Decisions are thought through, using a range of information or techniques
CM7 Takes ownership of effective relationships and seeks feedback for further learning
CM8 Evaluates own performance and shares reasons for success
CM9 Builds candidate pools and networks for current and future vacancies
CM10 Accurate and rapid assessment of candidate skills, knowledge and motivations
CM11 Decisions are fully evidenced and justified
CM12 Adapts decision making to each situation

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Amplification and guidance
Sources relevant candidates   - Based on the candidates' skill-set and availability as well as the salary/location they are looking for   - CV search can be undertaken (an assessment day may be required – can include psychometric testing, interviews, etc.)   **Assessment of candidates' relevancy**   - Checking references, skills and qualifications, communication skills, ability to work in a team or under own initiative, and candidate's motivation for wanting the role/moving jobs to ensure best possible candidates are presented to clients.

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Consultancy

Knowledge	Skills
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.	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 candidates using all mediums as appropriate

Professional discussion

Assessment criteria

CN1   Broad understanding of their sector and how **external factors** can affect it
CN2   Clear communication of accurate information
CN3   Presents advice in a clear and concise way
CN4   Requires minimal support from colleagues
CN5   Demonstrates they can communicate clearly in both written and verbal forms
CN6   Shows flexibility and uses appropriate communication channels
CN7   Tasks completed as requested
CN8   Detailed understanding of their sector and how it can be affected by external factors
CN9   Clear, concise and accurate communication of independent thoughts and ideas
CN10   Positively influences client and candidate decision-making
CN11   Independently forms solutions and offers advice to others
CN12   Communication is consistently clear, accurate and effective
CN13   Independently chooses the most appropriate and effective communication channel
CN14   Proactively identifies and then completes tasks

Amplification and guidance

- **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

Compliance

Knowledge	Skills
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 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	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.

Project assignment

Assessment criteria

CO1   Understands and complies with **best practice**

CO2   Demonstrates a knowledge of relevant **policies, procedures and legislation** and consistently follows them

CO3   Understands the importance of meeting **compliance standards**

CO4   Understands scope of responsibilities and needs limited supervision

CO5   Consistently adheres to policies and procedures

CO6   Work is largely accurate and meets expectations

CO7   Highlights issues when they arise and seeks advice

CO8   Champions best practice

CO9   Shows a thorough knowledge of relevant policies, procedures and legislation and promotes them internally and externally

CO10   Understands the wider implications of failure to comply with legislative requirements

CO11   Understands corporate priorities and independently seeks advice when needed

CO12   Understands and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements

CO13   Takes ownership for own work, promotes best practice and proactively offers to coach others

CO14   Proactively identifies potential issues and takes appropriate action to prevent them happening

Amplification and guidance
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   **Policies, procedures and legislations**   - In-house processes used by an organisation, such as equal opportunities, absence management, equality and diversity, bullying and harassment   **Compliance standards**   - Adhering to the standards set by the Recruitment and Employment Confederation

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Self-motivation

Behaviour – Project assignment

Assessment criteria

B1.1   Independently takes action to **meet expectations**
B1.2   Consistently strives to exceed expectations

Behaviour – Professional discussion

Assessment criteria

B1.3   Applies **initiative** in developing their own knowledge and skills
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

Courage and ability to effectively challenge poor performance

Behaviour – Project assignment

Assessment criteria

B2.1   Uses knowledge to identify bad practice and escalate
B2.2   Advises on best practice when challenging bad practice

Behaviour – Professional discussion

Assessment criteria

B2.3   Regularly shows integrity and reliability
B2.4   Encourages others to show more integrity and reliability

Enterprise and entrepreneurship

Behaviour – Professional discussion

Assessment criteria

B3.1   Proactively seeks opportunities for personal growth and development in their specialism
B3.2   Effectively manages opportunities to completion
B3.3   Proactively seeks and identifies opportunities for growth and development in the wider environment
B3.4   Efficiently manages resources to maximise results

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Ambition, drive and determination

Behaviour – Professional discussion

Assessment criteria

B4.1   Demonstrates a view of their future professional development
B4.2   Agrees realistic targets and makes good plans to meet them
B4.3   Demonstrates planning and targets to achieve their view of their future professional development
B4.4   Independently creates stretch targets for personal and business opportunities

Tenacity and resilience

Behaviour – Professional discussion

Assessment criteria

B5.1   Continues to work towards targets when **managing rejection**
B5.2   Consistently completes tasks
B5.3   Strives to be better next time when receiving negative feedback
B5.4   Consistently completes tasks and seeks opportunities for improvement

Amplification and guidance

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

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Confident, assertive and persuasive communicator
Behaviour – Professional discussion
Assessment criteria
B6.1   Uses a range of **communication methods** to present clear and concise information B6.2   Consistently **questions** uncertainty for clarification B6.3   Uses the most effective communication method to positively influence outcomes B6.4   Takes personal responsibility for outcomes
Amplification and guidance

• **Communication methods**
     o   Verbal communication, e.g. phone calls
     o   Written word (letters, emails, text messaging, social media, company brochures, posters, job adverts)
     o   Body language
• **Questionings**
     o   Open and closed questions
     o   Tell me, explain for me, describe for me (TED)

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Innovative

Behaviour – Project assignment

Assessment criteria

B7.1	Forms ideas
B7.2	Forms new ideas

Behaviour – Professional discussion

Assessment criteria

B7.3	Supports **implementation**
B7.4	Drives implementation

Amplification and guidance

- **Implementation**
    - 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

Attention to detail

Behaviour – Project assignment

Assessment criteria

B8.1	Checks own work which contains minimal errors
B8.2	Identifies their role in the team and how their work contributes
B8.3	Takes ownership for work and evaluates accuracy
B8.4	Understands the structure of the organisation and is able to discuss how teams interact

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Ethical customer-focused approach
Behaviour – Project assignment
Assessment criteria
B9.1   Has customer satisfaction at the centre of their actions B9.2   Champions customer care best practice and strives for a win-win solution
Behaviour – Professional discussion
Assessment criteria
B9.3   Conducts **reviews** with clients B9.4   Leads client **reviews** and suggests improvements
Amplification and guidance
•   **Reviews**   ○   Quarterly reviews, half yearly review, end of peak review, end of vacancy review

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Are very organised

Behaviour – Project assignment

Assessment criteria

B10.1   Plans work, achieves deadlines and effectively manages **resources**
B10.2   Suggests improvements in processes
B10.3   Creates plans to maximise resources and personally ensures results are achieved
B10.4   Identifies inefficiency and plans for timely resolution

Amplification and guidance

- **Resources**
    - Physical resources can include day plans, job boards and CRM systems for diary planning, call planning and payment processing

Good questioning and listening

Behaviour - Professional discussion

Assessment criteria

B11.1   Understands and answers questions
B11.2   Focuses on the matter in hand
B11.3   Asks supplementary questions to investigate potential scenarios and ensures positive outcome
B11.4   Is able to analyse an issue quickly and effectively

Demonstrate problem solving and decision making

Behaviour – Project assignment

Assessment criteria

B12.1   Decisions are thought through and address the issue at hand
B12.2   Decisions are timely, show good judgement and are fully evidenced, positively affecting outcomes

Behaviour - Professional discussion

Assessment criteria

B12.3   Uses past experiences to inform decisions
B12.4   Balances expediency with best practice

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