Highfield Level 2 End-point Assessment for Recruitment Resourcer

End-Point Assessment Kit

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EPA-kit

Contents

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How to Use this EPA kit

Welcome to the Highfield End-point Assessment Kit for the Recruitment Resourcer Apprenticeship Standard.

Highfield is an independent end-point assessment organisation that has been approved to offer and carry out the independent end-point assessments for the Level 2 Recruitment Resourcer Apprenticeship Standard. Highfield internally quality assures all end-point assessments in accordance with its IQA process, and additionally all end-point assessments are externally quality assured by the relevant EQA organisation.

The EPA-kit is designed to outline all you need to know about the end-point assessments for this standard and will also provide an overview of the on-programme delivery requirements. In addition, advice and guidance for trainers on how to prepare apprentices for the end-point assessment is included. The approaches suggested are not the only way in which an apprentice may be prepared for their assessments, but trainers may find them helpful as a starting point.

Key facts

Apprenticeship standard:	Recruitment resourcer
level:	2
On-programme duration:	Minimum of 12 months
Grading:	Pass/distinction
End-point assessment duration:	Typically 8 weeks
End-point assessment methods:	Resourcing project assignment (RPA), Professional discussion (PD)

In this kit, you will find:

- an overview of the standard and any on-programme requirements
- a section focused on delivery, where the standard and assessment criteria are presented in a suggested format that is suitable for delivery
- guidance on how to prepare the apprentice for gateway
- detailed information on which part of the standard is assessed by which assessment method
- suggestions on how to prepare the apprentice for each part of the end-point assessment
- a section focused on the end-point assessment method where the assessment criteria are presented in a format suitable for carrying out 'mock' assessments

Introduction

Standard overview

A recruitment resourcer may be employed in any organisation that requires a recruitment function. Their role is to identify, attract and shortlist candidates for the recruitment process to fulfil the requirements of the business brief and provide resourcing support to the recruitment function. They may also be required to identify new business opportunities. Typical responsibilities for a recruitment resourcer are:

1) research, identify, attract and shortlist candidates for the recruitment process to fulfil the requirements of the business brief

2) identify new business opportunities through a variety of means and refer these opportunities to a recruiter

3) meet all procedures and carry out relevant processes to ensure industry codes of ethics and relevant legislation are adhered to

A career in recruitment as a recruitment resourcer can appeal to those individuals who possess an entrepreneurial outlook. It provides the opportunity for reward and high earning potential. Many opportunities arise for professional and personal development within the recruitment sector with transferable skills being respected throughout the industry as a whole.

On-programme requirements

The on-programme learning, including completing two mandatory qualifications, which enables the apprentice to attain full competence as defined in the standard, will take at least 12 months.

The apprentice will be supported by the employer and training provider throughout the on-programme learning. The employer will primarily focus on the 'on-the-job' training and the training provider will primarily focus on the 'off-the-job' elements. Both will work together to ensure that no gaps in training exist and that the apprentice is fully supported.

The support and training provided by both the employer and training provider will ensure that the apprentice's development is aligned with the employer's personal development and performance management objectives for all employees.

The employer will benefit from the apprentice's development and progression in a real work environment.

Although not mandatory, the employer, in partnership with the training provider, should consider the following to ensure quality and consistency of delivery.

- Use normal performance management processes to discuss progress with the apprentice and provide feedback and support
- Training provider to liaise with employer to ensure that there are no gaps in training and development and can support the apprentice throughout
- Training provider to help the apprentice to understand learning strategies and the organisation required to succeed
- Regular and structured check points between the employer and training provider to ensure the apprentice is on track and to address any issues as they progress together
- The employer and training provider support the apprentices to create a detailed learning record. This will inform reviews and support the competency qualification

It is recommended that where possible the evidence collected makes use of video or audio technologies.

Throughout the period of learning and development, and at least every 2 months, the apprentice should meet with the on-programme assessor to record their progress against the standard. At these reviews, evidence should be discussed and recorded by the apprentice. The maintenance of an on-programme record is important to support the apprentice, on-programme assessor and employer in monitoring the progress of learning and development and to determine when the apprentice has achieved full competence in their job role and is therefore ready for end-point assessment.

Additional, relevant on-programme qualification

The apprentice will need to achieve the following qualifications as specified in the standard:

- Level 2 Certificate in Recruitment Resourcing
- Level 2 NVQ Certificate in Recruitment Resourcing

Readiness for end-point assessment

For an apprentice to be ready for the end-point assessments:

- they must have achieved level 1 English and maths

- they must have taken the test for level 2 English and maths

- they must have completed at least 12 months' on-programme learning

- the employer and training provider must formally confirm that the apprentice has attained the minimum level of knowledge, skills and behaviours detailed in the standard

The apprentice and the employer should engage with Highfield to agree a plan and schedule for each assessment activity to ensure both components can be completed within the end-point assessment window. Further information about the gateway process is covered later in this guide.

Order of end-point assessments

The resourcing project assignment (RPA) must be the first assessment component, followed by the professional discussion.

The Highfield Approach

This section describes the approach Highfield has adopted in the development of this end-point assessment in terms of its interpretation of the requirements of the end-point assessment plan and other relevant documents.

Documents used in developing this end-point assessment

Standard (ST0321):

https://www.instituteforapprenticeships.org/apprenticeship-standards/recruitment-resourcer/

End-point assessment plan (last updated 2019):

https://www.instituteforapprenticeships.org/media/3660/st0321_recruitment-resoucer_l2_ap_minor-amend_041119.pdf

Specific considerations

The mark schemes Highfield has devised for each assessment component is based on the criteria contained within the assessment plan. Each assessment component is marked out of 100 and apprentices must achieve a minimum mark for each topic (such as candidate management, compliance etc.) as well as for the component overall. This aligns with the requirements laid out in the assessment plan.

The assessment plan assigns each topic area to an assessment method. However, the knowledge and skills criteria for compliance, and the behaviours 'attention to detail', 'ethical customer-focused approach' and 'are very organised' have been assigned to **both** methods of assessment.

Assignment of marks

The assessment plan states that the maximum pass mark is 79%. Therefore, in each section of the standard, 79% of the total marks available have been assigned to the pass criteria and the remaining 21% assigned to the distinction criteria.

Highfield have then taken an equal weighting approach to assigning the marks to the pass and distinction criteria.

An example of how this is calculated for pass criteria is shown below:

	Marks available	79% of available marks (A)	No. of pass criteria (B)	Mark per criteria (A÷B)
Candidate sourcing: Knowledge	22	17.38	3	5.793

The remaining marks for the distinction criteria are calculated as follows:

	Marks available	21% of available marks (A)	No. of distinction criteria (B)	Mark per criteria (A÷B)
Candidate sourcing: Knowledge	22	4.62	3	1.54

If an apprentice achieves all of the pass criteria and none of the distinction criteria in both components, they will achieve 79% overall, the maximum pass mark.

This aligns with the grading boundary requirements of the assessment plan which state that the apprentice must achieve between 55-79% overall to achieve a pass.

Should the apprentice achieve at least 40% in each assessment component, but in doing so, still achieve less than 55% when combined, then the overall result will be a fail. To enable the apprentice to achieve the overall pass mark of at least 55%, they will be offered the opportunity to resit one of the assessment components, to increase that specific assessment mark, and to allow them to achieve an overall pass. If the apprentice achieves a score between 40% and less than 55% in both components, then it is recommended that they resit the professional discussion, as this will give the apprentice a greater mathematical chance of passing overall, due to its higher weighting.

Should the apprentice fail one of the assessment components (less than 40%), then they will be offered the opportunity to resit **that** assessment component as per the requirements of the assessment plan.

Gateway

How to prepare for gateway

After apprentices have completed their on-programme learning, they should be ready to pass through 'gateway' to their end-point assessment.

Gateway is a meeting that should be arranged between the apprentice, their employer and training provider to determine that the apprentice is ready to undertake their end-point assessment. The apprentice should prepare for this meeting by bringing along work-based evidence, including:

- customer feedback
- recordings
- manager statements
- witness statements

As well as evidence from others, such as:

- mid and end-of-year performance reviews
- feedback to show how they have met the apprenticeship standards while on-programme

In advance of gateway, apprentices will need to have:

- achieved level 1 English and maths
- taken the test for level 2 English and maths
- Level 2 Certificate in Recruitment Resourcing
- Level 2 NVQ Certificate in Recruitment Resourcing

Therefore, apprentices should be advised by employers and providers to gather this evidence and undertake these qualifications during their on-programme training. It is recommended that employers and providers complete regular checks and reviews of this evidence to ensure the apprentice is progressing and achieving the standards before the formal gateway meeting is arranged.

The gateway meeting

The gateway meeting should last around an hour and must be completed on or after the apprenticeship on-programme end date. It should be attended by the apprentice and the relevant people who have worked with the apprentice on-programme, such as the line manager/employer or mentor, the on-programme trainer/training provider and/or a senior manager (as appropriate to the business).

During the meeting, the apprentice, employer and training provider will discuss the apprentice's progress to date and confirm that the apprentice has met the full criteria of the apprenticeship standard during their on-programme training. The **Gateway Readiness Report** should be used to log the outcomes of the meeting and agreed by all 3 parties. This report is available to download from the Highfield Assessment website.

The report should then be submitted to Highfield to initiate the end-point assessment process. If you require any support completing the Gateway Readiness Report, please contact your Employer Engagement Manager at Highfield Assessment.

Please note: a copy of the standard should be available to all attendees during the gateway meeting.

Reasonable adjustments and special considerations
Highfield Assessment has measures in place for apprentices who require additional support. Please refer to the Highfield Assessment Reasonable Adjustments Policy for further information/guidance.

ID requirements
Highfield Assessment will need to ensure that the person undertaking an assessment is indeed the person they are claiming to be. All employers are therefore required to ensure that each apprentice has their identification with them on the day of the assessment so the end-point assessor can check.

Highfield Assessment will accept the following as proof of an apprentice's identity:

- a valid passport (any nationality)
- a signed UK photocard driving licence
- a valid warrant card issued by HM forces or the police
- another photographic ID card, e.g. employee ID card, travel card, etc.

The Recruitment Resourcer Apprenticeship Standard

The following pages contain the recruitment resourcer apprenticeship standard and the assessment criteria in a 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	

Pass criteria
BD1   Differentiates between various **models** 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 **commercial priorities**   BD5   Independently seeks and secures new relationships   BD6   Demonstrates they can communicate clearly
Distinction criteria
BD7   *Understands the most effective method for different situations*   BD8   *Decisions are timely, show good judgement and are fully evidence*   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
• **Models** o Recruitment models: permanent/temporary/temporary to permanent. Concepts such as contingent, retained and executive search (headhunting) recruitment • **Commercial priorities** o Time taken to recruit (e.g. who is part of the process of recruitment, time spent recruiting rather than doing their job) o Additional equipment costs per new employee (e.g. does the worker have their own personal protection equipment (PPE)) o Value of advertising (e.g. advert responses versus the cost of recruiting) o The cost per candidate

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

Pass criteria

CS1	Accurate and timely in activities. Checks own work and learns from experience
CS2	Shows knowledge of the broader **candidate marketplace**
CS3	Broad understanding of their sector and how **external factors** can affect it
CS4	Written material follows best practice guidelines
CS5	Accurate and detailed
CS6	Demonstrates proactivity

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Distinction criteria
CS7   *Evaluates own performance and shares reasons for success*   CS8   *Applies knowledge to improve advice and delivery*   CS9   *Detailed understanding of their sector and how it can be affected by external factors*   CS10   *Produces creative and compelling written material*   CS11   *Error-free work*   CS12   *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
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.	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

Professional discussion

Pass 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 **written and verbal communication** with candidates

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Distinction Criteria

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

Compliance	
Knowledge	**Skills**
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. The recruitment industry and the principles of the recruitment models. Employee rights and responsibilities including equality, diversity and inclusion.	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).
Resourcing project assignment <u>and</u> professional discussion	
Pass 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**
CO7   Consistently adheres to policies and procedures
CO8   Work is largely accurate and meets expectations
CO9   Highlights issues when they arise and seeks advice

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Distinction criteria
CO4   *Champions best practice*
CO5   *Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally*
CO6   *Understands the wider implications of failure to comply with legislative requirements*
CO10 *Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements*
CO11 *Takes ownership for own work, promotes best practice and proactively offers to coach others,*
CO12 *Proactively identifies potential issues and takes appropriate action to prevent them from happening*

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
Pass criteria
B1.1 Independently takes action to **meet expectations** B1.2 Applies **initiative** in developing their own skills and knowledge
Distinction criteria
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**
    o Strives to complete all agreed goals/targets on time and to the best of their ability
• **Initiative**
    o Takes responsibility for own development

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Tenacity and resilience

Behaviour – Professional discussion

Pass criteria

B2.1   Continues to work towards targets when **managing rejection**

B2.2   Consistently completes tasks

Distinction criteria

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

Pass criteria

B3.1   Demonstrates a view of their future **professional development**

B3.2   Agrees realistic targets and makes good plans to meet them

Distinction criteria

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

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Ability to prioritise and escalate where necessary
Behaviour – Professional discussion
Pass criteria
B4.1 Decisions are thought through and address the issue at hand B4.2 Considers **team objectives** when planning actions
Distinction criteria
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**
    o Time management, managing expectations
• **Corporate objectives**
    o The objectives of the business as a whole

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Innovative
Behaviour – Professional discussion
Pass criteria
B5.1   Forms ideas and supports **implementation**
Distinction criteria
B5.2   *Forms new ideas and drives implementation*
Amplification and guidance
• **Implementation**   o 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

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Attention to detail

Behaviour – Resourcing project assignment <u>and</u> professional discussion

Pass criteria

B6.1 Checks own work which contains minimal errors

B6.2 Identifies their role in the team and how their work contributes

Distinction criteria

B6.3 *Takes ownership for work and evaluates accuracy*

B6.4 *Understands the structure of the organisation and is able to discuss how teams interact*

Ethical customer-focused approach

Behaviour – Resourcing project assignment <u>and</u> professional discussion

Pass criteria

B7.1 Has customer satisfaction at the centre of their actions

B7.2 Conducts reviews with clients

Distinction criteria

B7.3 *Champions customer care best practice and strives for a win/win solution*

B7.4 *Leads client reviews and suggests improvements*

Are very organised
Behaviour – Resourcing project assignment <u>and</u> professional discussion
Pass criteria
B8.1   Plans work, achieves deadlines and effectively manages **resources**   B8.2   Manages future **pipeline of work**
Distinction criteria
B8.3   *Creates plans to maximise resources and personally ensure results are achieved*   B8.4   *Identifies future pipeline of work and proactively assigns resources*
Amplification and guidance

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

Good questioning and listening

Behaviour - Professional discussion

Pass criteria

B9.1   Understands and answers questions

B9.2   Focuses on the matter in hand

Distinction criteria

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*

Assessment Summary

The end-point assessment for the Recruitment Resourcer Apprenticeship Standard is made up of 2 components that must be taken in the following order.

1. Resourcing project assignment (RPA)
2. Professional discussion, which has a 1-hour duration

As an employer/training provider, you should agree a plan and schedule with the apprentice to ensure all assessment components can be completed effectively.

Each component of the end-point assessment will be assessed against the appropriate criteria laid out in this guide, which will be used to determine a mark for each individual component.

Resourcing project assignment

- The resourcing project assignment is marked out of 100

- The mark from the project is aggregated with the mark from the professional discussion to determine the overall result

- A minimum of 40 marks must be achieved from the resourcing project assignment before the apprentice can be considered for a pass

- The minimum marks outlined in each section must also be attained before the apprentice can be considered for a pass

Professional discussion

- The professional discussion is marked out of 100

- The mark from the professional discussion is aggregated with the mark from the resourcing project assignment to determine the overall result

- A minimum of 40 marks must be achieved from the professional discussion before the apprentice can be considered for a pass

- The minimum marks outlined in each section must also be attained before the apprentice can be considered for a pass

Grading

There are 3 possible overall grades for the end-point assessment: fail, pass and distinction.

The overall grade will be derived from the mark achieved for each of the two assessment components, taking account of the weighting. Due to the importance of competence in a verbal discussion, a skill that is vital to success in the role of a recruitment resourcer, more weight has been given to the professional discussion.

Assessment component	Weighting
Resourcing project assignment	30%
Professional discussion	70%

The mark achieved for each assessment component is adjusted according to the above weightings and added together to give a final percentage which will determine the overall grade, as follows:

Overall grade	Mark required
Distinction	> 79%
Pass	≥ 55% - ≤ 79%
Fail	< 55%

Retake and Re-sit information

If an apprentice fails an end-point assessment method, it is the employer's, provider's, and apprentice's decision whether to attempt a resit or retake. If a resit is chosen, please call the Highfield scheduling team to arrange this. If a retake is chosen, the apprentice will require a period of further learning and will need to complete a new gateway readiness meeting and report. Once this is completed, please call the Highfield scheduling team to arrange the retake.

It is possible within this standard, to pass the end-point assessment methods individually, while achieving an overall fail. In this case the apprentice will be able to resit or retake either assessment to improve their overall score and achieve an overall pass grade.

When undertaking a resit or retake, the assessment method(s) will need to be re-attempted in full, regardless of any individual assessment criteria that were passed on any prior attempt. The EPA report will contain feedback on areas of development and resit or retake guidance.

If resitting or retaking the resourcing project assignment, apprentices may choose to revisit their original brief or choose a new brief for resubmission.

There is no restriction on the grade that can be awarded to an apprentice if a resit has taken place.

Apprentices who achieve a pass grade cannot resit or retake the EPA to achieve a higher grade.

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Resourcing Project Assignment - Guidance

The resourcing project assignment is an assessment that will be given to the apprentice once they have progressed through gateway. It has been designed to assess the apprentice's knowledge, skills and behaviours in the topics listed below.

- Candidate Sourcing
- Compliance
- Attention to detail
- Ethical customer-focused approach
- Are very organised

The apprentice will compose a job advert consisting of no more than 350 words (+/-10%) using a job description, person specification and a client profile. These documents will be given to the apprentice within 7 days of progressing to end-point assessment. The apprentice will also be asked to answer three supplementary questions which will further test their knowledge, skills and behaviours. The answers to the supplementary questions will have a total word count of 1100 words (+/-10%). The apprentice can submit supporting information, such as testimonials or screenshots but these will not be taken into consideration for the word count.

End-point assessors will only mark job adverts up to 350 words +10% (Maximum 385 words) and answers to supplementary questions up to 1100 words +10% (1210). At which point, assessors will stop marking and only credit the criteria covered to that point. Job adverts and answers to supplementary questions which fall short of the word count will be marked in full, against all criteria.

The resourcing project assignment must be accompanied by the written submission sheet which is available to download from the Highfield Assessment website.

The resourcing project assignment must be submitted for assessment within 3 weeks of being set.

The employer/training provider must ensure that the work within the resourcing project assignment is the apprentice's own. If the apprentice does choose to submit supporting information, confirmation of authenticity from either the employer or training provider is required.

The resourcing project assignment can be submitted in any format but if submitting via Dropbox or e-portfolio please allow access to only the specific work of the candidate who is due to be assessed.

The apprentice will gain a mark out of 100 for the resourcing project assignment which will then be weighted against the mark for the professional discussion to calculate the

overall grade. They will need to achieve a minimum score against each area of the standard covered by the resourcing project assignment **and** have scored at least 40% in this component to be considered for a pass.

Before the assessment

- While on programme, the employer/training provider should brief the apprentice on the areas to be assessed by the resourcing project assignment. Particular attention should be paid to which criteria are covered by the job advert and by the supplementary questions
- Arrangements for confirming the authenticity of the resourcing project assignment should be agreed and implemented

It is advised that a mock assessment is carried out by the apprentice in advance of the end-point assessment with the training provider/employer giving feedback on any areas for improvement.

Sample documents, including a job description, client profile and person specification, as well as sample supplementary questions, are included in the following pages.

Mock assessment sheets are available to download from the Highfield Assessment website.

How the assignment will be marked:

Below is a table indicating the total marks available for each area of the standard covered in the resourcing project assignment. The candidate must demonstrate all the knowledge, skills and behaviours outlined in this table across their project assignment and answers to the 3 additional questions. A minimum score is required for each element to be considered for a pass.

Standard	Knowledge	Skills	Behaviours
Candidate sourcing	22	22	
Compliance	22	22	
Attention to detail			4
Ethical customer-focused approach			4
Are very organised			4

Mock Assignment Brief

You are required to complete a resourcing project assignment which evidences the applicable knowledge, skills and behaviours outlined in the Recruitment Resourcer Apprenticeship Standard. The total marks available for this resourcing project assignment is 100.

Part One: Job advert

You must create a job advert from the job description, person specification and client profile contained below. The job advert will have a word count of **350** words (+/- 10%).

Pass criteria covered by the job advert	
CS4	Written material follows best practice guidelines
CS5	Accurate and detailed
CO8	Work is largely accurate and meets expectations
Distinction criteria covered by the job advert	
CS10	*Produces creative and compelling written material*
CS11	*Error-free work*

Sample Job Description

Job purpose

As a data entry clerk, you will be required to ensure all information is entered into the company database accurately and in a timely and efficient manner.

You will be expected to provide exceptional customer service to all stakeholders where relationships will be continually developed. You will ensure complete compliance with the company policies and procedures and, in addition, will live and breathe the company values.

It is expected that you will have the ability to support other administrative functions within the office where necessary and always present a professional and proactive image and level of support to your centre and the overall business.

You will perform all activities necessary to deliver a positive, efficient and friendly experience to all colleagues within the office.

Accountabilities and responsibilities

1. **Data entry:** To manage the flow of documents from the sales team in a professional and efficient manner. To prioritise workload to ensure all sales orders are processed quickly and efficiently. To deal with all queries promptly and escalate when necessary. To liaise with the warehouse regarding stock issues and delivery.

2. **Data management and recording:** Where applicable to assist with inputting any other paperwork onto our systems. Accurately update all systems, trackers and logs in line with standard operating procedures to ensure the integrity of our data is maintained.

3. **Reporting:** Provision of reporting in line with agreed formats and timescales and ensure information is communicated to relevant stakeholders promptly and accurately.

4. **Compliance and H&S:** Ensure that all activities meet with company and client policies, procedures and relevant legislation. Identify and address any hazards in the work area. Challenge and escalate any non-conformance. Maintain and sustain full compliance with and understanding of company and legal frameworks promoting safe, consistent and compliant working practices throughout.

5. **Customer focus**: Ensure that all customer orders are processed swiftly and dealt with appropriately. Ensure that our clients and all colleagues are provided with exceptional customer service throughout their experience with the company.

Salary and benefits

Starting salary of £21,000 pa, 40 hours per week Monday to Friday. Working from home possible depending on the needs of the business. Annual leave entitlement of 23 days including bank holidays. Company pension, share purchase and bonus scheme. Annual family fun day.

Sample person specification

1. **Communication:** Ability to interact and communicate (both written and verbal) with stakeholders at all levels projecting a positive demeanour at all times.
2. **IT Skills:** Proficient in IT platforms, fast and accurate data entry speeds
3. **Detail orientated:** Exceptional attention to detail, a high standard of data input and the ability to analyse information are essential.
4. **Time management:** Ability to manage a heavy workload and prioritise accordingly and escalate any perceived problems to management.

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5. **Resourcefulness:** Ability to seek support from other parts of the business where required, demonstrate innovation and excellent problem-solving.
6. **Experience:** Previous sales order process/data entry experience is essential.

Sample client profile

West Valley UK Ltd is the leading supplier of high-quality UPVC windows and doors in the South Yorkshire area. Based in Rotherham, they pride themselves on their craftsmanship and service, which keeps customers coming back again and again. All of their products are made in their factory to the highest industry standards.

Established in 1980, this family-owned business has grown year-on-year to become highly respected in the home improvement market and are due to relocate to larger custom-built premises in Rotherham, in late 2019. Currently, they employ over 200 staff across their manufacturing, sales, marketing and installation teams.

They offer a wide range of bespoke solutions to customers and their reputation for quality and service has won several prestigious awards including 'Rotherham Business of the Year 2015-16' and the 'UPVC Diamond Award' at the UK home-improvement conference 2016.

Part Two: Sample supplementary questions

The apprentice is required to answer these 3 questions with a total word count of 1100 (+/-10%).

Question 1	
Now that you have completed your job advert, describe what external factors could affect its success and how you would use your knowledge and experience to ensure that the customer is happy and that the vacancy is filled?	
Pass criteria	
CS1	Accurate and timely in activities. Checks own work and learns from experience
CS2	Shows knowledge of the broader candidate marketplace
CS3	Broad understanding of their sector and how external factors can affect it
B7.1	Has customer satisfaction at the centre of their actions
B7.2	Conducts reviews with clients
Distinction criteria	
CS7	*Evaluates own performance and shares reasons for success*
CS8	*Applies knowledge to improve advice and delivery*

CS9	*Detailed understanding of their sector and how it can be affected by external factors*
B7.3	*Champions customer care best practice and strives for a win-win solution*
B7.4	*Leads client reviews and suggests improvements*

Question 2	
Explain the importance of meeting legal, regulatory, ethical requirements and appropriate codes of practice when resourcing, how you champion these, and how failure to meet these requirements could affect you and your employer.	
Pass 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
CO7	Consistently adheres to policies and procedures
CO9	Highlights issues when they arise and seeks advice
Distinction criteria	
CO4	*Champions best practice*
CO5	*Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally*
CO6	*Understands the wider implications of failure to comply with legislative requirements*
CO10	*Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements*
CO11	*Takes ownership for own work, promotes best practice and proactively offers to coach others*
CO12	*Proactively identifies potential issues and takes appropriate action to prevent them from happening*

Question 3	
The customer who you created the advert for has come back with some feedback on how they would like the advert amending. You have a tight deadline with your current task and your manager would like you to assist in training a new starter. How would you approach this to ensure all parties are satisfied and your deadlines are met?	
Pass criteria	
CS6	Demonstrates proactivity
B6.1	Checks own work to ensure minimal errors

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B6.2	Identifies their role in the team and how their work contributes
B8.1	Plans work, achieves deadlines and effectively manages resources
B8.2	Manages future pipeline of work
Distinction criteria	
CS12	*Demonstrates creativity and proactivity*
B6.3	*Takes ownership for work and evaluates accuracy*
B6.4	*Understands the structure of the organisation and is able to discuss how teams interact*
B8.3	*Creates plans to maximise resources and personally ensure results are achieved*
B8.4	*Identifies future pipeline of work and proactively assigns resources*

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Resourcing Project Assignment Criteria

The following pages include the criteria that are covered by the resourcing project assignment and mark allocation. The total mark available is 100. A minimum mark must be scored from each section for the apprentice to be considered for a pass.

Candidate sourcing	
Resourcing project assignment	
Knowledge	
The candidate attraction and selection processes. Market rates and conditions within their sector	
Assessment criteria	**Total marks available** 22 marks (min 4 marks to pass this section)
CS1 Accurate and timely in activities. Checks own work and learns from experience (pass)	5.793
CS2 Shows knowledge of the broader candidate marketplace (pass)	5.793
CS3 Broad understanding of their sector and how external factors can affect it (pass)	5.793
CS7 *Evaluates own performance and shares reasons for success (distinction)*	1.54
CS8 *Applies knowledge to improve advice and delivery (distinction)*	1.54
CS9 *Detailed understanding of their sector and how it can be affected by external factors (distinction)*	1.54
Skills	
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.	
Assessment criteria	**Total marks available** 22 marks (min 4 marks to pass this section)
CS4 Written material follows best practice guidelines (pass)	5.793
CS5 Accurate and detailed (pass)	5.793
CS6 Demonstrates proactivity (pass)	5.793
CS10 *Produces creative and compelling written material (distinction)*	1.54
CS11 *Error-free work (distinction)*	1.54
CS12 *Demonstrates creativity and proactivity (distinction)*	1.54

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Compliance
Resourcing project assignment

Knowledge	
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. The recruitment industry and the principles of the recruitment models. Employee rights and responsibilities including equality, diversity and inclusion.	
Assessment criteria	**Total marks available** 22 marks (min 4 marks to pass this section)
CO1 Understands and complies with best practice (pass)	5.793
CO2 Demonstrates a knowledge of relevant policies, procedures and legislation and consistently follows them (pass)	5.793
CO3 Understands the importance of meeting compliance standards (pass)	5.793
CO4 Champions best practice (distinction)	1.54
CO5 Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally (distinction)	1.54
CO6 Understands the wider implications of failure to comply with legislative requirements (distinction)	1.54
Skills	
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).	
Assessment criteria	**Total marks available** 22 marks (min 4 marks to pass this section)
CO7 Consistently adheres to policies and procedures (pass)	5.793
CO8 Work is largely accurate and meets expectations (pass)	5.793
CO9 Highlights issues when they arise and seeks advice (pass)	5.793

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CO10	*Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements (distinction)*	1.54
CO11	*Takes ownership for own work, promotes best practice and proactively offers to coach others (distinction)*	1.54
CO12	*Proactively identifies potential issues and takes appropriate action to prevent them from happening (distinction)*	1.54

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Behaviours	
Resourcing project assignment	
Attention to detail	
Assessment criteria	**Total marks available** 4 marks (min 1 mark to pass this section)
B6.1 Checks own work to ensure minimal errors (pass)	1.58
B6.2 Identifies their role in the team and how their work contributes (pass)	1.58
B6.3 *Takes ownership for work and evaluates accuracy (distinction)*	0.42
B6.4 *Understands the structure of the organisation and is able to discuss how teams interact (distinction)*	0.42
Ethical customer-focused approach	
Assessment criteria	**Total marks available** 4 marks (min 1 mark to pass this section)
B7.1 Has customer satisfaction at the centre of their actions (pass)	1.58
B7.2 Conducts reviews with clients (pass)	1.58
B7.3 *Champions customer care best practice and strives for a win/win situation (distinction)*	0.42
B7.4 *Lead client reviews and suggest improvements (distinction)*	0.42
Are very organised	
Assessment criteria	**Total marks available** 4 marks (min 1 mark to pass this section)
B8.1 Plans work, achieves deadlines and effectively manages resources (pass)	1.58
B8.2 Manages future pipeline of work (pass)	1.58
B8.3 *Creates plans to maximise resources and personally ensure results are achieved (distinction)*	0.42
B8.4 *Identifies future pipeline of work and proactively assigns resources (distinction)*	0.42

The Professional Discussion - Guidance

The professional discussion takes places after the resourcing project assignment has been submitted and no later than 8 weeks after the apprentice has progressed through gateway.

The professional discussion will need to take place in a suitable environment and will last 1 hour. The discussion will be marked against the set criteria outlined in the following pages and will be appropriately structured to draw out the best of the apprentice's energy, enthusiasm, competence and excellence.

The professional discussion will be a structured discussion between the apprentice and the end-point assessor. It requires the apprentice to be a confident, assertive and persuasive communicator, demonstrating the knowledge and understanding of their role as detailed in the standard.

The apprentice will gain a mark out of 100 for the discussion which will then be weighted against the mark for the resourcing project assignment to calculate the overall grade. They will need to achieve a minimum score against each area of the standard covered by the discussion **and** have scored at least 40% in this component to be considered for a pass.

Highfield would encourage the employer/training provider and the apprentice to plan for the professional discussion and consider what resources they may bring with them to support them. This must be their own work and will only be used to support their discussion.

Before the assessment:

employers/training providers should:

- plan the professional discussion to allow the apprentice the opportunity to demonstrate each of the required standards
- ensure the apprentice knows the date, time and location of the assessment
- ensure the apprentice knows which criteria will be assessed (outlined on the following pages)
- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard
- be prepared to provide clarification to the apprentice and signpost them to relevant parts of their on-programme experience as preparation for this assessment

Professional Discussion – Mock Assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommend that they experience a mock professional discussion in preparation for the real thing. The most appropriate form of mock assessment will depend on the apprentice's setting and the resources available at the time. In designing a mock assessment, the employer/training provider should consider the following elements in their planning:

- a 1-hour time slot should be available for the complete professional discussion, if it is intended to be a complete mock assessment covering all relevant standards, however this time may be split to allow for progressive learning.
- consider an audio recording of the mock to allow it to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice.
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice, to complete the learning experience. Mock assessment sheets are available to download from the Highfield Assessment website and are suitable for this purpose.
- ensure the questions asked are designed to cover the assessment criteria in the next section.
- structured 'open' questions should be used as part of the professional discussion which do not lead the candidate but allow them to express their knowledge in a calm and comfortable manner

   Examples of open questions:

   o Explain your approach to the candidate selection process (potentially addresses candidate management criteria)
   o How would you identify new client opportunities? (potentially addresses business development criteria)
   o Tell me an example of when you have had to prioritise your workload, what was the situation and what did you do? (potentially addresses criteria on prioritising behaviours)
   o What pre-employment and compliance checks do you undertake on candidates? Why are these important? (potentially addresses compliance criteria)

Professional discussion criteria

The following pages include the criteria that are covered by the professional discussion and mark allocation. The total mark available is 100.

A minimum mark must be scored from each section for the apprentice to be considered for a pass.

Business development	
Professional discussion	
Knowledge	
Recruitment sales techniques and processes and how to support them	
Assessment criteria	**Total marks available** 12 marks (min 3 marks to pass this section)
BD1 Differentiates between various models and is flexible in approach (pass)	3.16
BD2 Decisions are well reasoned and thought out (pass)	3.16
BD3 Understands scope of responsibilities and needs limited supervision (pass)	3.16
BD7 *Understands the most effective method for different situations (distinction)*	0.84
BD8 *Decisions are timely, show good judgement and are fully evidenced (distinction)*	0.84
BD9 *Understands corporate priorities and independently seeks advice when needed (distinction)*	0.84
Skills	
Identify and progress leads as required. Proactively and consistently strive to identify new candidate and client opportunities	
Assessment criteria	**Total marks available** 12 marks (min 3 marks to pass this section)
BD4 Demonstrates a sound understanding of commercial priorities (pass)	3.16
BD5 Independently seeks and secures new relationships (pass)	3.16
BD6 Demonstrates they can communication clearly (pass)	3.16
BD10 *Maximises opportunities to identify potential new business (distinction)*	0.84
BD11 *Proactively contributes to sales activity outside of their own specialism (distinction)*	0.84
BD12 *Communication is consistently clear, accurate and effective (distinction)*	0.84

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Candidate management
Professional discussion

Knowledge	
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.	

Assessment criteria	Total marks available 12 marks (min 3 marks to pass this section)
CM1 Demonstrates successful relationship management and results achieved (pass)	3.16
CM2 Clear communication of accurate information (pass)	3.16
CM3 Makes suggestions for small improvements and supports their implementation (pass)	3.16
CM9 *Takes ownership of effective relationships, and seeks feedback for further learning (distinction)*	0.84
CM10 *Clear, concise and accurate communication of independent thoughts and ideas (distinction)*	0.84
CM11 *Able to identify inefficiencies in a process, suggests improvements and assists implementations (distinction)*	0.84

Skills	
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	

Assessment criteria	Total marks available 12 marks (min 3 marks to pass this section)
CM4 Consistently selects relevant candidates for current vacancies (pass)	1.896
CM5 Accurate assessment of candidate relevancy (pass)	1.896
CM6 Decisions are thought through, using a range of information or techniques (pass)	1.896
CM7 Shows flexibility and uses appropriate communication channels (pass)	1.896
CM8 Regular clear written and verbal communication with candidates (pass)	1.896
CM12 *Builds candidate pools and networks for current and future vacancies (distinction)*	0.42
CM13 *Accurate and rapid assessment of candidate skills, knowledge and motivations (distinction)*	0.42
CM14 *Decisions are fully evidence and justified (distinction)*	0.42
CM15 *Adapts decision making to each situation (distinction)*	0.42
CM16 *Independently choose the most effective and appropriate communication channel (distinction)*	0.42
CM17 *Communication positively influences candidate decision making (distinction)*	0.42

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Compliance
Professional discussion

Knowledge

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. The recruitment industry and the principles of the recruitment models. Employee rights and responsibilities including equality, diversity and inclusion.

Assessment criteria	Total marks available 12 marks (min 3 marks to pass this section)
CO1 Understands and complies with best practice (pass)	3.16
CO2 Demonstrates a knowledge of relevant policies, procedures and legislation and consistently follows them (pass)	3.16
CO3 Understands the importance of meeting compliance standards (pass)	3.16
CO4 *Champions best practice (distinction)*	0.84
CO5 *Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally (distinction)*	0.84
CO6 *Understands the wider implications of failure to comply with legislative requirements (distinction)*	0.84

Skills

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.

Assessment criteria	Total marks available 12 marks (min 3 marks to pass this section)
CO7 Consistently adheres to policies and procedures (pass)	3.16
CO8 Work is largely accurate and meets expectations (pass)	3.16
CO9 Highlights issues when they arise and seeks advice (pass)	3.16
CO10 *Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements (distinction)*	0.84
CO11 *Takes ownership for own work, promotes best practice and proactively offers to coach others (distinction)*	0.84
CO12 *Proactively identifies potential issues and takes appropriate action to prevent them from happening (distinction)*	0.84

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Behaviours

Professional discussion

Self-motivation

Assessment criteria	Total marks available
	3 marks (min 1 mark to pass this section)
B1.1 Independently takes action to meet expectations (pass)	1.185
B1.2 Applies initiative in developing their own skills and knowledge (pass)	1.185
B1.3 *Consistently strives to exceed expectations (distinction)*	0.315
B1.4 *Proactively seeks opportunities to develop themselves and share learning with others (distinction)*	0.315

Tenacity and resilience

Assessment criteria	Total marks available
	3 marks (min 1 mark to pass this section)
B2.1 Continues to work towards targets when managing rejection (pass)	1.185
B2.2 Consistently completes tasks (pass)	1.185
B2.3 *Strives to be better next time when receiving negative feedback (distinction)*	0.315
B2.4 *Consistently completes tasks and seeks opportunity for improvement (distinction)*	0.315

Ambition, drive and determination

Assessment criteria	Total marks available
	3 marks (min 1 mark to pass this section)
B3.1 Demonstrates a view of their future professional development (pass)	1.185
B3.2 Agrees realistic targets and makes good plans to meet them (pass)	1.185
B3.3 *Demonstrates planning and targets to achieve their view of their future professional development (distinction)*	0.315
B3.4 *Independently creates stretch targets for personal and business opportunities (distinction)*	0.315

Ability to prioritise and escalate where necessary	
Assessment criteria	**Total marks available** 3 marks (min 1 mark to pass this section)
B4.1 Decisions are thought through and address the issue at hand (pass)	1.185
B4.2 Considers team objectives when planning actions (pass)	1.185
B4.3 *Decisions are timely, show judgement and are fully evidenced, positively affecting outcomes (distinction)*	0.315
B4.4 *Balance corporate objectives with personal and team targets when planning (distinction)*	0.315
Innovative	
Assessment criteria	**Total marks available** 3 marks (min 1 mark to pass this section)
B5.1 Forms ideas and supports implementation (pass)	2.37
B5.2 *Forms new ideas and drives implementation (distinction)*	0.63
Attention to detail	
Assessment criteria	**Total marks available** 3 marks (min 1 mark to pass this section)
B6.1 Checks own work which contains minimal errors (pass)	1.185
B6.2 Identifies their role in the team and how their work contributes (pass)	1.185
B6.3 *Takes ownership for work and evaluates accuracy (distinction)*	0.315
B6.4 *Understands the structure of the organisation and is able to discuss how teams interact (distinction)*	0.315

Ethical customer focused approach	
Assessment criteria	**Total marks available** 3 marks (min 1 mark to pass this section)
B7.1 Has customer satisfaction at the centre of their actions (pass)	1.185
B7.2 Conducts reviews with clients (pass)	1.185
B7.3 Champions customer care best practice and strives for a win/win solution (distinction)	0.315
B7.4 Leads client review and suggests improvements (distinction)	0.315
Are very organised	
Assessment criteria	**Total marks available** 3 marks (min 1 mark to pass this section)
B8.1 Plans work, achieves deadlines and effectively manages resources (pass)	1.185
B8.2 Manages future pipeline of work (pass)	1.185
B8.3 Creates plans to maximise resources and personally ensure results are achieved (distinction)	0.315
B8.4 Identifies future pipeline of work and proactively assigns resources (distinction)	0.315
Good questioning and listening	
Assessment criteria	**Total marks available** 4 marks (min 1 mark to pass this section)
B9.1 Understands and answers questions (pass)	1.58
B9.2 Focuses on the matter in hand (pass)	1.58
B9.3 Asks supplementary questions to investigate potential scenarios and ensures positive outcome (distinction)	0.42
B9.4 Is able to analyse an issue quickly and form solutions (distinction)	0.42