

# Highfield Level 3 End-point Assessment for Recruitment Consultant

End-Point Assessment Kit



# Highfield Level 3 End-point Assessment for Recruitment Consultant

EPA-kit

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# How to Use this EPA-kit

Welcome to the Highfield End-point Assessment Kit for the Recruitment Consultant 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 3 Recruitment Consultant 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

<b>Apprenticeship standard:</b>	Recruitment Consultant
<b>Level:</b>	3
<b>On-programme duration:</b>	Minimum of 12 months
<b>Grading:</b>	Pass/distinction
<b>End-point assessment duration:</b>	Typically 12 weeks
<b>End-point assessment methods:</b>	Project assignment, professional discussion

**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

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

- 1) Identifying, qualifying and securing client recruitment opportunities in line with corporate and personal goals
- 2) Identifying, assessing and placing suitable candidates to meet client requirements to achieve revenue in line with corporate and personal goals
- 3) Developing and managing client/candidate relationships to ensure high levels of customer satisfaction and quality standards
- 4) Meeting all procedures and carrying out relevant processes to ensure industry codes of ethics and relevant legislation are adhered to

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

## On-programme requirements

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The on-programme learning, including completing 2 mandatory qualifications, that enables the apprentice to attain full competence as defined in the standard, will take between 12 and 18 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, while 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 the employer to ensure there are no gaps in training and development and can support the apprentice throughout
- Training provider to help the apprentice to understand the learning strategies and organisation required to succeed
- Regular and structured checkpoints between the employer and training provider to ensure the apprentice is on track and address any issues with 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**

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

- Level 3 Certificate in Principles of Recruitment OR Level 3 Certificate in Recruitment Practice  
AND
- Level 3 NVQ Diploma in Recruitment

## Readiness for end-point assessment

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

- they must have achieved level 2 English and maths
- the employer and training provider will formally confirm that the apprentice has attained the minimum level of knowledge, skills and behaviours detailed in the standard and is ready to progress to the EPA.
- the apprentice and the employer should then engage with Highfield to agree a plan and schedule for each assessment activity to ensure all 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

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The project assignment must be the first assessment component, followed by the professional discussion.

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# 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 (ST0320)

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

End-point assessment plan AP02 (last updated 2019)

[https://www.instituteforapprenticeships.org/media/3450/st0320\\_recruitment-consultant\\_l3\\_reviewpublish\\_ap13092019.pdf](https://www.instituteforapprenticeships.org/media/3450/st0320_recruitment-consultant_l3_reviewpublish_ap13092019.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 within the assessment plan.

The assessment plan assigns each topic area to an assessment method. However, the behaviours 'self-motivation', 'courage and ability to effectively challenge poor performance', 'innovative', 'ethical customer-focused approach' and 'demonstrate problem-solving and decision-making' 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 management: Knowledge	20	15.80	3	5.267

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 management: Knowledge	20	4.2	2	2.1

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.

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# Gateway

## How to prepare for gateway

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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 2 English
- achieved level 2 maths
- Level 3 Certificate in Principles of Recruitment OR Level 3 Certificate in Recruitment Practice
- Level 3 NVQ Diploma in Recruitment

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

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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.

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# The Recruitment Consultant Apprenticeship Standard

The following pages contain the recruitment consultant apprenticeship standard and the assessment criteria in a 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	
Pass criteria	
BD1	Understands what a 'good deal' looks like
BD2	Reflects on reasons for success and learns from experience
BD3	Differentiates between various <b>models</b> 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
Distinction criteria	
BD8	<i>Understands how to increase profitability individually and collectively</i>
BD9	<i>Proactively offers to coach colleagues</i>
BD10	<i>Understands the most effective method for different situations</i>
BD11	<i>Decisions are timely, show good judgement and are fully evidenced</i>
BD12	<i>Maximises opportunities to deliver profitable new business</i>
BD13	<i>Proactively contributes to sales activity outside of own specialism</i>
BD14	<i>Takes ownership of tasks in a proactively and timely manner</i>
Amplification and guidance	
<ul style="list-style-type: none"> <li>• <b>Models</b> - Use of search engines, trade magazines, social media, LinkedIn, client's own website, existing database</li> </ul>	

## Candidate management

Knowledge	Skills
<p>How to ensure candidates and clients receive a professional and comprehensive recruitment service. The principles of assessing people.</p>	<p>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</p>
Project assignment	
Pass criteria	
<p>CS1 Demonstrates successful relationship management and results achieved</p> <p>CS2 Accurate and timely in activities</p> <p>CS3 Checks own work and learns from experience</p> <p>CS4 Consistently <b>sources relevant candidates</b> for current vacancies</p> <p>CS5 Accurate <b>assessment of candidate relevancy</b></p> <p>CS6 Decisions are thought through, using a range of information or techniques</p>	
Distinction criteria	
<p>CS7 <i>Takes ownership of effective relationships and seeks feedback for further learning</i></p> <p>CS8 <i>Evaluates own performance and shares reasons for success</i></p> <p>CS9 <i>Builds candidate pools and networks for current and future vacancies</i></p> <p>CS10 <i>Accurate and rapid assessment of candidate skills, knowledge and motivations</i></p> <p>CS11 <i>Decisions are fully evidenced and justified</i></p> <p>CS12 <i>Adapts decision making to each situation</i></p>	

## 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.

Consultancy	
Knowledge	Skills
<p>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.</p>	<p>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</p>
Professional discussion	
Pass criteria	
CN1	Broad understanding of their sector and how <b>external factors</b> 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
Distinction criteria	
CN8	<i>Detailed understanding of their sector and how it can be affected by external factors</i>
CN9	<i>Clear, concise and accurate communication of independent thoughts and ideas</i>
CN10	<i>Positively influences client and candidate decision-making</i>
CN11	<i>Independently forms solutions and offers advice to others</i>
CN12	<i>Communication is consistently clear, accurate and effective</i>
CN13	<i>Independently chooses the most appropriate and effective communication channel</i>
CN14	<i>Proactively identifies and then completes tasks</i>

## 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
<p>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</p>	<p>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.</p>
Project assignment	
Pass criteria	
<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 Understands scope of responsibilities and needs limited supervision</p> <p>CO5 Consistently adheres to policies and procedures</p> <p>CO6 Work is largely accurate and meets expectations</p> <p>CO7 Highlights issues when they arise and seeks advice</p>	
Distinction criteria	
<p>CO8 <i>Champions best practice</i></p> <p>CO9 <i>Shows a thorough knowledge of relevant policies, procedures and legislation and promotes them internally and externally</i></p> <p>CO10 <i>Understands the wider implications of failure to comply with legislative requirements</i></p> <p>CO11 <i>Understands corporate priorities and independently seeks advice when needed</i></p> <p>CO12 <i>Understands and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements</i></p> <p>CO13 <i>Takes ownership for own work, promotes best practice and proactively offers to coach others</i></p> <p>CO14 <i>Proactively identifies potential issues and takes appropriate action to prevent them happening</i></p>	

## 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

## Self-motivation

### Behaviour – Project assignment and Professional discussion

#### Pass criteria

- B1.1 Independently takes action to **meet expectations**
- B1.2 Applies **initiative** in developing their own knowledge and skills

#### 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**
  - 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 and Professional discussion

#### Pass criteria

- B2.1 Uses knowledge to identify bad practice and escalate
- B2.2 Regularly shows integrity and reliability

#### Distinction criteria

- B2.3 *Advises on best practice when challenging bad practice*
- B2.4 *Encourages others to show more integrity and reliability*

## Enterprise and entrepreneurship

### Behaviour – Professional discussion

#### Pass criteria

- B3.1 Proactively seeks opportunities for personal growth and development in their specialism
- B3.2 Effectively manages opportunities to completion

#### Distinction criteria

- B3.3 *Proactively seeks and identifies opportunities for growth and development in the wider environment*
- B3.4 *Efficiently manages resources to maximise results*

## Ambition, drive and determination

### Behaviour – Professional discussion

#### Pass criteria

- B4.1 Demonstrates a view of their future professional development
- B4.2 Agrees realistic targets and makes good plans to meet them

#### Distinction criteria

- 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

#### Pass criteria

- B5.1 Continues to work towards targets when **managing rejection**
- B5.2 Consistently completes tasks

#### Distinction criteria

- 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

## Confident, assertive and persuasive communicator

### Behaviour – Professional discussion

#### Pass criteria

- B6.1 Uses a range of **communication methods** to present clear and concise information
- B6.2 Consistently **questions** uncertainty for clarification

#### Distinction criteria

- B6.3 *Uses the most effective communication method to positively influence outcomes*
- B6.4 *Takes personal responsibility for outcomes*

### Amplification and guidance

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

<b>Innovative</b>	
<b>Behaviour – Project assignment <u>and</u> Professional discussion</b>	
<b>Pass criteria</b>	
B7.1	Forms ideas and supports <b>implementation</b>
<b>Distinction criteria</b>	
B7.2	<i>Forms new ideas and drives implementation</i>
<b>Amplification and guidance</b>	
•	<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>

<b>Attention to detail</b>	
<b>Behaviour – Project assignment</b>	
<b>Pass criteria</b>	
B8.1	Checks own work which contains minimal errors
B8.2	Identifies their role in the team and how their work contributes
<b>Distinction criteria</b>	
B8.3	<i>Takes ownership for work and evaluates accuracy</i>
B8.4	<i>Understands the structure of the organisation and is able to discuss how teams interact</i>

## Ethical customer-focused approach

### Behaviour – Project assignment and Professional discussion

#### Pass criteria

- B9.1 Has customer satisfaction at the centre of their actions
- B9.2 Conducts reviews with clients

#### Distinction criteria

- B9.3 *Champions customer care best practice and strives for a win-win solution*
- 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

## Are very organised

### Behaviour – Project assignment

#### Pass criteria

B10.1 Plans work, achieves deadlines and effectively manages **resources**

B10.2 Suggests improvements in processes

#### Distinction criteria

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

#### Pass criteria

B11.1 Understands and answers questions

B11.2 Focuses on the matter in hand

#### Distinction criteria

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 and Professional discussion

#### Pass criteria

B12.1 Decisions are thought through and address the issue at hand

B12.2 Uses past experiences to inform decisions

#### Distinction criteria

B12.3 *Decisions are timely, show good judgement and are fully evidenced, positively affecting outcomes*

B12.4 *Balances expediency with best practice*

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# Assessment Summary

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

1. Project assignment of 3,000 words (+/-10%)
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.

## Project assignment

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- The 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 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

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- The professional discussion is marked out of 100
- The mark from the professional discussion is aggregated with the mark from the 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

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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 consultant, more weight has been given to the professional discussion.

Assessment component	Weighting
Resourcing project assignment	40%
Professional discussion	60%

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

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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 a resit. 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 method 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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## Project Assignment - Guidance

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The 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, skill and behaviours through utilising their ability to research, organise and deliver a written assignment within a defined time frame to the required standard, as they would in the real work environment.

It has been designed to assess the apprentice's knowledge, skills and behaviours in the topics listed below.

- Candidate management
- Compliance
- Self-motivation
- Courage and ability to effectively challenge poor practice
- Innovative
- Attention to detail
- Ethical customer-focused approach
- Are very organised
- Demonstrate problem-solving and decision-making

Within 7 days of progressing to end-point assessment, the apprentice will be given a brief for their project assignment. The apprentice must submit the project assignment in no more than 6 weeks. This gives the apprentice some flexibility to complete the assignment at their own pace and allows for work commitments.

The project assignment will have a word count of 3,000 words (+/-10%). Further supporting information, such as testimonials, screenshots, etc. may also be included but will not be taken into consideration for the word count. End-point assessors will only mark project assignments up to 3000 words +10% (maximum 3300 words). At which point, assessors will stop marking and only credit the criteria covered to that point. Project assignments which fall short of the word count will be marked in full, against all criteria.

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

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

The 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 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 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 project assignment
- Arrangements for confirming the authenticity of the 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. A sample project assignment brief is included in this EPA-kit. Mock assessment sheets are available to download from the Highfield Assessment website.

## Sample Project Assignment Brief

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You are required to complete a project assignment which evidences the applicable knowledge, skills and behaviours outlined in the Recruitment Consultant Standard. It will have a word count of 3000 words (+/-10%). Further supporting information, such as testimonials, screenshots, etc. may also be included, but will not be taken into consideration for the word count.

### **Assignment Brief**

*You have worked for the same recruitment business for over 5 years recruiting within the accountancy sector and have just received a call from an accountancy graduate who has been referred by another candidate who you recently placed in employment. The candidate has a year's relevant accountancy working experience, is available immediately, and you have a temporary position that is relevant for them. Describe what you would do with this candidate and how would you guide them through the full recruitment process, paying attention to the life cycle of the candidate from registration through to placement including all relevant compliance.*

### **How the assignment will be marked**

Below is a table indicating the total marks available for each area of the standard covered in the project assignment. The apprentice must demonstrate all the knowledge, skills and behaviours outlined in this table within their project assignment. A minimum score is required for each element to be considered for a pass. The minimum total mark to be considered for a pass is 40 out of 100.

Standard	Knowledge	Skills	Behaviours
Candidate management	20	20	
Compliance	20	20	
Self-motivation			2
Courage and ability to effectively challenge poor practice			2
Innovative			2
Attention to detail			4

Ethical customer-focused approach			4
Are very organised			4
Demonstrate problem-solving and decision-making			2

## Project Assignment Criteria

The following pages include the criteria that are covered by the 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.

<b>Candidate management</b>	
<b>Project assignment</b>	
<b>Knowledge</b>	
How to ensure candidates and clients receive a professional and comprehensive recruitment service. The principles of assessing people.	
<b>Assessment criteria</b>	<b>Total marks available</b>
	20 marks (min 4 marks to pass this section)
CM1 Demonstrates successful relationship management and results achieved (pass)	5.267
CM2 Accurate and timely in activities (pass)	5.267
CM3 Checks own work and learns from experience (pass)	5.267
CM7 <i>Takes ownership of effective relationships and seeks feedback for further learning (distinction)</i>	2.1
CM8 <i>Evaluates own performance and shares reasons for success (distinction)</i>	2.1
<b>Skills</b>	
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	
<b>Assessment criteria</b>	<b>Total marks available</b>
	20 marks (min 4 marks to pass this section)
CM4 Consistently sources relevant candidates for current vacancies (pass)	5.267
CM5 Accurate assessment of candidate relevancy (pass)	5.267
CM6 Decisions are thought through, using a range of information or techniques (pass)	5.267
CM9 <i>Builds candidate pools and networks for current and future vacancies (distinction)</i>	1.05
CM10 <i>Accurate and rapid assessment of candidate skills, knowledge and motivations (distinction)</i>	1.05
CM11 <i>Decisions are fully evidenced and justified (distinction)</i>	1.05
CM12 <i>Adapts decision making to each situation (distinction)</i>	1.05

## Compliance Project assignment

### Knowledge

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

Assessment criteria	Total marks available
	20 marks (min 4 marks to pass this section)
CO1 Understands and complies with best practice (pass)	3.95
CO2 Demonstrates a knowledge of relevant policies, procedures and legislation and consistently follows them (pass)	3.95
CO3 Understands the importance of meeting compliance standards (pass)	3.95
CO4 Understands scope of responsibilities and needs limited supervision (pass)	3.95
CO8 <i>Champions best practice (distinction)</i>	1.05
CO9 <i>Shows a thorough knowledge of relevant policies, procedures and legislation and promotes them internally and externally (distinction)</i>	1.05
CO10 <i>Understands the wider implications of failure to comply with legislative requirements (distinction)</i>	1.05
CO11 <i>Understands corporate priorities and independently seeks advice when needed (distinction)</i>	1.05

<b>Skills</b>	
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.	
<b>Assessment criteria</b>	<b>Total marks available</b>
	20 marks (min 4 marks to pass this section)
CO5 Consistently adheres to policies and procedures (pass)	5.267
CO6 Work is largely accurate and meets expectations (pass)	5.267
CO7 Highlights issues when they arise and seeks advice (pass)	5.267
CO12 <i>Understands and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements (distinction)</i>	1.4
CO13 <i>Takes ownership for own work, promotes best practice and proactively offers to coach others (distinction)</i>	1.4
CO14 <i>Proactively identifies potential issues and takes appropriate action to prevent them happening (distinction)</i>	1.4

## Behaviours

### Project assignment

Self-motivation	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B1.1 Independently takes action to meet expectations (pass)	0.79
B1.2 Applies initiative in developing their own knowledge and skills (pass)	0.79
B1.3 <i>Consistently strives to exceed expectations (distinction)</i>	0.21
B1.4 <i>Proactively seeks opportunities to develop themselves and share learning with others (distinction)</i>	0.21
Courage and ability to effectively challenge poor practice	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B2.1 Uses knowledge to identify bad practice and escalate (pass)	0.79
B2.2 Regularly shows integrity and reliability (pass)	0.79
B2.3 <i>Advises on best practice when challenging bad practice (distinction)</i>	0.21
B2.4 <i>Encourages others to show more integrity and reliability (distinction)</i>	0.21
Innovative	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B7.1 Forms ideas and supports implementation (pass)	1.58
B7.2 <i>Forms new ideas and drives implementation (distinction)</i>	0.42
Attention to detail	
<b>Assessment criteria</b>	<b>Total marks available</b> 4 marks (min 1 mark to pass this section)
B8.1 Checks own work which contains minimal errors (pass)	1.58
B8.2 Identifies their role in the team and how their work contributes (pass)	1.58
B8.3 <i>Takes ownership for work and evaluates accuracy (distinction)</i>	0.42
B8.4 <i>Understands the structure of the organisation and is able to discuss how teams interact (distinction)</i>	0.42

<b>Ethical customer-focused approach</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 4 marks (min 1 mark to pass this section)
B9.1 Has customer satisfaction at the centre of their actions (pass)	1.58
B9.2 Conducts reviews with clients (pass)	1.58
B9.3 <i>Champions customer care best practice and strives for a win-win solution (distinction)</i>	0.42
B9.4 <i>Leads client reviews and suggests improvements (distinction)</i>	0.42
<b>Are very organised</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 4 marks (min 1 mark to pass this section)
B10.1 Plans work, achieves deadlines and effectively manages resources (pass)	1.58
B10.2 Suggests improvements in processes (pass)	1.58
B10.3 <i>Creates plans to maximise resources and personally ensure results are achieved (distinction)</i>	0.42
B10.4 <i>Identifies inefficiency and plans for timely resolution (distinction)</i>	0.42
<b>Demonstrate problem-solving and decision-making</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B12.1 Decisions are thought through and address the issue at hand (pass)	0.79
B12.2 Uses past experiences to inform decisions (pass)	0.79
B12.3 <i>Decisions are timely, show good judgement and are fully evidenced, positively affecting outcomes (distinction)</i>	0.21
B12.4 <i>Balances expediency with best practice (distinction)</i>	0.21

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## The Professional Discussion - Guidance

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The professional discussion takes place after the resourcing project assignment has been submitted and no later than 12 weeks after the apprentice has progressed through gateway.

The professional discussion will need to take place in a suitable environment and should 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 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 during their professional discussion. 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 recruitment consultant 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

It is suggested 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. Marking guidance is provided within this EPA-kit and mock assessment templates are available to download from the Highfield Assessment website.

## Professional Discussion – Mock Assessment

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It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends 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, and to allow the mock 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 allows them to express their knowledge in a calm and comfortable manner.

### Examples of open questions:

- Explain your approach to negotiating terms of business with a client (potentially addresses business development criteria)
- Explain how you would provide feedback to a candidate (potentially addresses consultancy criteria)
- Explain your approach to developing client relationships (potentially addresses criteria from behaviours)

## 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	
How to establish, negotiate and agree terms and conditions of business with clients. How to develop successful sales techniques for recruitment	
Assessment criteria	Total marks available
	20 marks (min 4 marks to pass this section)
BD1 Understands what a 'good deal' looks like (pass)	3.95
BD2 Reflects on reasons for success and learns from experience (pass)	3.95
BD3 Differentiates between various models and is flexible in approach (pass)	3.95
BD4 Decisions are well reasoned and thought through (pass)	3.95
<i>BD8 Understands how to increase profitability individually and collectively (distinction)</i>	1.05
<i>BD9 Proactively offers to coach colleagues (distinction)</i>	1.05
<i>BD10 Understands the most effective method for different situations (distinction)</i>	1.05
<i>BD11 Decisions are timely, show good judgement and are fully evidenced (distinction)</i>	1.05

<b>Skills</b>	
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.	
<b>Assessment criteria</b>	<b>Total marks available</b>
	20 marks (min 4 marks to pass this section)
BD5 Demonstrates a sound understanding of commercial priorities (pass)	5.267
BD6 Independently seeks and secures new relationships (pass)	5.267
BD7 Proactively initiates and completes tasks (pass)	5.267
<i>BD12 Maximises opportunities to deliver profitable new business (distinction)</i>	1.4
<i>BD13 Proactively contributes to sales activity outside of own specialism (distinction)</i>	1.4
<i>BD14 Takes ownership of tasks in a proactively and timely manner (distinction)</i>	1.4

## Consultancy Professional discussion

### Knowledge

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.

Assessment criteria	Total marks available
	20 marks (min 4 marks to pass this section)
CN1 Broad understanding of their sector and how external factors can affect it (pass)	7.90
CN2 Clear communication of accurate information (pass)	7.90
CN8 <i>Detailed understanding of their sector and how it can be affected by external factors (distinction)</i>	2.1
CN9 <i>Clear, concise and accurate communication of independent thoughts and ideas (distinction)</i>	2.1

### Skills

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

Assessment criteria	Total marks available
	20 marks (min 4 marks to pass this section)
CN3 Presents advice in a clear and concise way (pass)	3.16
CN4 Requires minimal support from colleagues (pass)	3.16
CN5 Demonstrates they can communicate clearly in both written and verbal forms (pass)	3.16
CN6 Shows flexibility and uses appropriate communication channels (pass)	3.16
CN7 Tasks completed as requested (pass)	3.16
CN10 <i>Positively influences client and candidate decision making (distinction)</i>	0.84
CN11 <i>Independently forms solutions and offers advice to others (distinction)</i>	0.84
CN12 <i>Communication is consistently clear, accurate and effective (distinction)</i>	0.84
CN13 <i>Independently chooses the most appropriate and effective communication channel (distinction)</i>	0.84
CN14 <i>Proactively identifies and then completes tasks (distinction)</i>	0.84

## Behaviours

### Professional discussion

Self-motivation	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B1.1 Independent action to meet expectations (pass)	0.79
B1.2 Applies initiative in developing their own knowledge and skills (pass)	0.79
B1.3 <i>Consistently strives to exceed expectations (distinction)</i>	0.21
B1.4 <i>Proactively seeks opportunities to develop themselves and share learning with others (distinction)</i>	0.21
Courage and ability to effectively challenge poor practice	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B2.1 Uses knowledge to identify bad practice and escalate (pass)	0.79
B2.2 Regularly shows integrity and reliability (pass)	0.79
B2.3 <i>Advises on best practice when challenging bad practice (distinction)</i>	0.21
B2.4 <i>Encourages others to show more integrity and reliability (distinction)</i>	0.21
Enterprise and entrepreneurship	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B3.1 Proactively seeks opportunities for personal growth and development in their specialism (pass)	0.79
B3.2 Effectively manages opportunities to completion (pass)	0.79
B3.3 <i>Proactively seeks and identifies opportunities for growth and development in the wider environment (distinction)</i>	0.21
B3.4 <i>Efficiently manages resources to maximise results (distinction)</i>	0.21

<b>Ambition, drive and determination</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B4.1 Demonstrates a view of their future professional development (pass)	0.79
B4.2 Agrees realistic targets and makes good plans to meet them (pass)	0.79
B4.3 <i>Demonstrates planning and targets to achieve their view of their future professional development (distinction)</i>	0.21
B4.4 <i>Independently creates stretch targets for personal and business opportunities (distinction)</i>	0.21
<b>Tenacity and resilience</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B5.1 Continues to work towards targets when managing rejection	0.79
B5.2 Consistently completes tasks	0.79
B5.3 Strives to be better next time when receives negative feedback	0.21
B5.4 Consistently completes tasks and seeks opportunities for improvement	0.21
<b>Confident, assertive and persuasive communicator</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B6.1 Uses a range of communication methods to present clear and concise information (pass)	0.79
B6.2 Consistently questions uncertainty for clarification (pass)	0.79
B6.3 <i>Uses the most effective communication method to positively influence outcomes (distinction)</i>	0.21
B6.4 <i>Takes personal responsibility for outcomes (distinction)</i>	0.21
<b>Innovative</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B7.1 Forms ideas and supports implementation (pass)	1.58
B7.2 <i>Forms new ideas and drives implementation (distinction)</i>	0.42

<b>Ethical customer-focused approach</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B9.1 Has customer satisfaction at the centre of their actions (pass)	0.79
B9.2 Conducts reviews with clients (pass)	0.79
<i>B9.3 Champions customer care best practice and strives for a win/win solution (distinction)</i>	0.21
<i>B9.4 Leads client reviews and suggests improvements (distinction)</i>	0.21
<b>Good questioning and listening</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B11.1 Understands and answers questions (pass)	0.79
B11.2 Focuses on the matter at hand (pass)	0.79
<i>B11.3 Ask supplementary questions to investigate potential scenarios and ensures positive outcome (distinction)</i>	0.21
<i>B11.4 Is able to analyse an issue quickly and effectively (distinction)</i>	0.21
<b>Demonstrate problem-solving and decision-making</b>	
<b>Assessment criteria</b>	<b>Total marks available</b> 2 marks (min 1 mark to pass this section)
B12.1 Decisions are thought through and address the issue at hand (pass)	0.79
B12.2 Uses past experiences to inform decisions (pass)	0.79
<i>B12.3 Decisions are timely show good judgement and are fully evidenced. They positively affect outcomes (distinction)</i>	0.21
<i>B12.4 Balances expediency with best practice (distinction)</i>	0.21

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