



Davidson Training UK Ltd
Training for Growing Businesses

RECRUITMENT RESOURCER APPRENTICESHIP STANDARD LEVEL 2

HANDBOOK Version 4 April 2021

HANDBOOK

This Handbook has been produced for learners and Employers for the Level 2 Recruitment Resourcer Apprenticeship Standard and should be used in conjunction with the Level 2 Certificate in Recruitment Resourcing and the Level 2 NVQ Certificate in Recruitment Resourcing.

Davidson Training UK Limited

Recruitment Resourcer Apprenticeship Standard Level 2

Qualification aim

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 industry as a whole.

This apprentice handbook describes your 'learner journey' through the programme and provides everything you need to know about the programme and the associated qualifications. Please make sure that you keep a copy of this handy for reference throughout the course.

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

- **Level 2 Certificate in Recruitment Resourcing (Knowledge).**
- **Level 2 NVQ Certificate in Recruitment Resourcing (Competency/Skills).**
- **The apprentice will complete Level 2 English and Maths (if not already achieved).**

Benefits/Results for Apprentices

- Continuous development of personal effectiveness and impact as a Recruitment Resourcer.
- Increased knowledge and confidence to influence behaviours.
- Consideration of Employment Rights and Responsibilities.
- Gain the key skills to aid career progression.
- Receive support from a dedicated team of qualified assessors/training consultants.
- Targeted learning and development delivered in alignment with the latest apprenticeship standards, ensuring all learning is relevant, with no gaps in knowledge.
- It will maximise confidence and readiness for End Point Assessment.
- Apprentices gain a range of skills.
- Put new skills into practice in own role.
- Develop skills using own knowledge, values and motivation.

Impact for employers

- Targeted learning and development in complete alignment with the latest apprenticeship standards, ensuring that all learning is relevant, with no gaps in knowledge.
- Maximises Apprentice's confidence and readiness for End Point Assessment.
- Recruitment Resourcer with relevant Skills, Knowledge and Behaviours to positively promote the organisation.
- Training tailored to organisational goals and values.
- Collaboration between in-house training and experienced Davidson Training UK Ltd staff.
- Flexible delivery options.

What opportunities for progression are there?

The qualification will allow you to progress in your career or onto further Management qualifications:

- Recruitment Consultant Apprenticeship Standard Level 3.
- Qualifications in other work-related areas.

Entry requirements

There are no entry requirements for this qualification however you must be in a position to meet the assessment demands of the qualification, which are work- based and reflective in nature. As this qualification is work-based, Apprentices must be employed in an appropriate role.

Apprentices will be required to have or achieve level 1 English and Maths and to have taken level 2 English and Maths tests prior to completion of their Apprenticeship.

Age restrictions

This qualification is not approved for under 16s.

Professional Recognition and Progression

The role of recruitment resourcer is one of the roles at the beginning of a career in recruitment and this apprenticeship can provide a progression into a number of other roles within the industry. One such route of progression is to a level 3 apprenticeship in recruitment consultancy.

Learners who complete these qualifications above will also be eligible for professional registration of the Institute of Recruitment Professionals or Institute of Recruiters.

Duration

The apprenticeship will take a minimum of 12 months to complete

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.

Core Technical Knowledge and Understanding

The recruitment resourcer will need to understand:

- The candidate attraction and selection processes.
- 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.
- Recruitment sales techniques and processes and how to support them.
- Market rates and conditions within their sector.
- 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
 - sources of research information
- The recruitment industry and the principles of the recruitment models.
- Employee rights and responsibilities including equality, diversity and inclusion.

The recruitment resourcer will need to:

- 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.
- 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.
- Identify and progress leads as required.
- Contribute to the development of a recruitment resourcing plan.
- Proactively and consistently strive to identify new candidate and client opportunities 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.
- Seek and provide feedback in a professional manner at all times to candidates.
- 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.)

The Recruitment Resourcer Apprenticeship Standard Level 2

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	
<i>BD7 Understands the most effective method for different situations</i> <i>BD8 Decisions are timely, show good judgement and are fully evidence</i> <i>BD9 Understands corporate priorities and independently seeks advice when needed</i> <i>BD10 Maximises opportunities to identify potential new business</i> <i>BD11 Proactively contributes to sales activity outside of their own specialism</i> <i>BD12 Communication is consistently clear, accurate and effective</i>	
Amplification and guidance	
Models <ul style="list-style-type: none"> • Recruitment models: permanent/temporary/temporary to permanent. Concepts such as contingent, retained and executive search (headhunting) recruitment Commercial priorities <ul style="list-style-type: none"> • Time taken to recruit (e.g. who is part of the process of recruitment, time spent recruiting rather than doing their job) • Additional equipment costs per new employee (e.g. does the worker have their own personal protection equipment (PPE)) • Value of advertising (e.g. advert responses versus the cost of recruiting) • The cost per candidate 	

Candidate sourcing	
Knowledge	Skills
The candidate attraction and selection processes. Market rates and conditions within their sector.	Research/identify/attract candidates using appropriate methods to satisfy job requirements. Write, place and update adverts in line with company procedures. Monitor responses/applications received and 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	
Distinction criteria	
<i>CS7 Evaluates own performance and shares reasons for success</i> <i>CS8 Applies knowledge to improve advice and delivery</i> <i>CS9 Detailed understanding of their sector and how it can be affected by external factors</i> <i>CS10 Produces creative and compelling written material</i> <i>CS11 Error-free work</i> <i>CS12 Demonstrates creativity and proactivity</i>	
Amplification and guidance	
Candidate marketplace <ul style="list-style-type: none"> • The marketplace can consist of: <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> • Political climate (e.g. Brexit) • Legislation/regulation changes (e.g. GDPR (the General Data Protection Regulations)) • Economic changes (e.g. interest rates increase could reduce how much companies spend on recruitment and training) • Weather – a sudden increase of severe/extreme weather can spike recruitment in areas like food factories • Conflict/war – can dramatically change recruitment plans for example engineers in the Middle East 	

Candidate management	
Knowledge	Skills
<p>How to initiate, build and maintain relationships with candidates.</p> <p>The principles and importance of using research, for resourcing, including:</p> <p>Quantitative and qualitative research methods; Research validity and reliability and Sources of research information.</p>	<p>Qualify, shortlist and present suitable candidates. Assist in the recruitment and selection processes by effectively liaising with the candidates and internal teams.</p> <p>Initiate, manage and develop candidate relationships.</p> <p>Seek and provide feedback in a professional manner at all times to candidates.</p>
Professional discussion	
Pass criteria	
<p>CM1 Demonstrates successful relationship management and results achieved</p> <p>CM2 Clear communication of accurate information</p> <p>CM3 Makes suggestions for small improvements and supports their implementation</p> <p>CM4 Consistently selects relevant candidates for current vacancies</p> <p>CM5 Accurate assessment of candidate relevancy</p> <p>CM6 Decisions are thought through, using a range of information or techniques</p> <p>CM7 Shows flexibility and uses appropriate communication channels</p> <p>CM8 Regular clear written and verbal communication with candidates</p>	
Distinction criteria	
<p><i>CM9 Takes ownership of effective relationships, and seeks feedback for further learning</i></p> <p><i>CM10 Clear, concise and accurate communication of independent thoughts and ideas</i></p> <p><i>CM11 Able to identify inefficiencies in a process, suggests improvements and assists implementations</i></p> <p><i>CM12 Builds candidate pools and networks for current and future vacancies</i></p> <p><i>CM13 Accurate and rapid assessment of candidate skills, knowledge and motivations</i></p> <p><i>CM14 Decisions are fully evidence and justified</i></p> <p><i>CM15 Adapts decision making to each situation</i></p> <p><i>CM16 Independently choose the most effective and appropriate communication channel</i></p> <p><i>CM17 Communication positively influences candidate decision making</i></p>	
Amplification and guidance	
Written and verbal communication methods	
<ul style="list-style-type: none"> • Verbal e.g. phone calls • Written, e.g. emails, company brochures, posters, job adverts, text messaging, social media 	

Compliance	
Knowledge	Skills
<p>Legal, regulatory and ethical requirements and codes of practice when resourcing.</p> <p>Agreed job related Key Performance Indicators (assessment completed, interviews etc.) and how they will be assessed and measured during the apprenticeship.</p> <p>The recruitment industry and the principles of the recruitment models.</p> <p>Employee rights and responsibilities including equality, diversity and inclusion.</p>	<p>Contribute to the development of a recruitment resourcing plan. Provide first line support for all enquiries. Provide pre-employment and compliance checks in line with company policy and relevant legislation.</p> <p>Provide support to ensure that the candidates and clients receive a professional and comprehensive recruitment service at all times.</p> <p>Accurately record candidate and client information on the recruitment database.</p> <p>Utilise database information in line with relevant legislation and best practice.</p> <p>Escalate non-compliance where appropriate.</p> <p>Meet agreed Key Performance Indicators (e.g. interviews arranged, candidates sourced etc)</p>
Resourcing project assignment and professional discussion	
Pass criteria	
<p>CO1 Understands and complies with best practice</p> <p>CO2 Demonstrates a knowledge of relevant policies, procedures and legislation and consistently follows them</p> <p>CO3 Understands the importance of meeting compliance standards</p> <p>CO7 Consistently adheres to policies and procedures</p> <p>CO8 Work is largely accurate and meets expectations</p> <p>CO9 Highlights issues when they arise and seeks advice</p>	
Distinction criteria	
<p><i>CO4 Champions best practice</i></p> <p><i>CO5 Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally</i></p> <p><i>CO6 Understands the wider implications of failure to comply with legislative requirements</i></p> <p><i>CO10 Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements</i></p> <p><i>CO11 Takes ownership for own work, promotes best practice and proactively offers to coach others,</i></p> <p><i>CO12 Proactively identifies potential issues and takes appropriate action to prevent them from happening</i></p>	
Amplification and guidance	
<p>Policies, procedures and legislations</p> <ul style="list-style-type: none"> • In house processes used by an organisation, such as equal opportunities, absence management, equality and diversity, bullying and harassment <p>Best practice</p> <ul style="list-style-type: none"> • 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. <p>Compliance standards</p> <ul style="list-style-type: none"> • 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
<i>B1.3 Consistently strives to exceed expectations</i> <i>B1.4 Proactively seeks opportunities to develop themselves and share learning with others</i>
Amplification and guidance
Meet expectations <ul style="list-style-type: none"> Strives to complete all agreed goals/targets on time and to the best of their ability Initiative <ul style="list-style-type: none"> Takes responsibility for own development

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
<i>B2.3 Strives to be better next time when receiving negative feedback</i> <i>B2.4 Consistently completes tasks and seeks opportunity for improvement</i>
Amplification and guidance
Managing rejection <ul style="list-style-type: none"> 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
<i>B3.3 Demonstrates planning and targets to achieve their view of their future professional development</i> <i>B3.4 Independently creates stretch targets for personal and business opportunities</i>
Amplification and guidance
Professional development <ul style="list-style-type: none"> Potential progression within the organisation Stretch targets <ul style="list-style-type: none"> Challenging themselves, not sticking to average KPIs

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
<i>B4.3 Decisions are timely, show good judgement and are fully evidenced, positively affecting outcomes</i> <i>B4.4 Balances corporate objectives with personal and team targets when planning</i>
Amplification and guidance
Team objectives <ul style="list-style-type: none"> • Time management, managing expectations Corporate objectives <ul style="list-style-type: none"> • The objectives of the business as a whole

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

Attention to detail
Behaviour – 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
<i>B6.3 Takes ownership for work and evaluates accuracy</i> <i>B6.4 Understands the structure of the organisation and is able to discuss how teams interact</i>

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
<i>B7.3 Champions customer care best practice and strives for a win/win solution</i> <i>B7.4 Leads client reviews and suggests improvements</i>

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
<i>B8.3 Creates plans to maximise resources and personally ensure results are achieved</i> <i>B8.4 Identifies future pipeline of work and proactively assigns resources</i>
Amplification and guidance
Resources <ul style="list-style-type: none"> • Physical resources can include job boards or a recruitment resourcing plan Pipeline of work <ul style="list-style-type: none"> • 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
<i>B9.3 Asks supplementary questions to investigate potential scenarios and ensures positive outcome</i> <i>B9.4 Is able to analyse an issue quickly and form solutions</i>

Regulated Knowledge Qualification to support Recruitment Resourcer Apprenticeship Standard

To complete the Level 2 NVQ Certificate in Recruitment Resourcing, learners must achieve

- a minimum of 28 credits overall (All units from mandatory group totalling 22 credits and
- a minimum of 6 credits from Optional Group

Mandatory Group			
Unit Ref	Unit Title	Level	Credit
J/507/0943	Pre-selecting Candidates	2	2
L/504/0944	Identifying Client Recruitment Requirements	2	2
R/507/0945	Contributing to the Development of a Recruitment Resourcing Plan	2	2
Y/507/0946	Researching Candidates Through Social Media Networking	2	3
D/507/0947	Support the Recruitment Processes	2	3
H507/0948	Using Client Relationship Management Systems for Recruitment Purposes	2	3
K/507/0949	Building and Maintaining Relationships with Candidates	2	2
R/506/0789	Develop working relationships with colleagues	2	3
D/507/0950	Researching Candidates for Recruitment Purposes	2	2

Optional Group B			
Learners must achieve a minimum of 6 credits from Optional Group			
Unit Ref	Unit Title	Level	Credit
L/506/1807	Manage diary systems	2	2
A/506/2130	Deliver customer service	2	5
A/506/2158	Resolve customer service problems	2	5
F/506/2159	Deliver customer service to challenging customers	2	3
K/506/2155	Make telephone calls to customers	2	3
Y/506/2135	Exceed customer expectations	2	3
L/506/1788	Manage personal performance and development	2	4
H/502/8599	Generating and qualifying sales leads	2	2
T/502/8588	Preparing and delivering a sales demonstration	2	3
D/507/1358	Selling face to face	2	4

To complete the Level 2 Certificate in Recruitment Resourcing, learners must achieve all 7 units totalling 17 credits

Unit Ref	Unit Title	Level	Credit
J/507/0960	Understanding the Recruitment Industry	2	2
L/507/0961	Understanding the Use of Research in the Recruitment and Selection Process	2	2
R/504/0962	Understanding the Preparation for Selection Process	2	3
Y/507/0963	Understanding Selection Processes	2	2
D/507/0964	Understanding Sales Techniques and Processes used by Recruiters	2	4
H/507/0965	Understanding the Legal, Regulatory and Ethical Requirements when Recruiting	2	2
K/507/0966	Understanding the Building and Maintaining of Relationships with Candidates	2	2

Evidence requirements

Units may be assessed through a number of different sources and forms, which must meet the requirements of assessment criteria, which may include:

- **Naturalistic observation of workplace activities:** Assessors must provide information about the context of the assessment.
- **Products:** Such as reports, letters, e-mails, memos, printouts, etc. are also valuable items of performance evidence. Assessors are encouraged to assess work products in situ and record the location of evidence within their assessment records.
- **Expert witness:** Can be used to address any gaps in the technical and occupational competence of assessors, and also for confidential or sensitive activities that are not appropriate for assessor observation. Expert witnesses are identified and trained by the centre.
- **Witness testimony:** Can provide valuable evidence of candidate competence. In line with established principles, witness testimony must be:
 - a clear, authentic statement indicating how the learner carries out their job
 - Dated, signed and include the job title of the witness.
- **Candidate reports (feedback):** Oral or written reports from the candidate which involve descriptions of activities and processes and some self-assessment, e.g. a work diary.
- **Reflective accounts:** A reflective account is usually a write up of how a candidate has carried out part of their job, recording events that actually happened. Where possible, the account should state why the candidate took the actions they did.
- **Professional discussion:** Professional discussion is a single, or series of, structured, planned and in-depth discussion(s) which can be recorded electronically or manually in paper, computer, audio or video files. Professional discussions can be used to support observation reports, examination of work products and knowledge questionnaires.
- **Verbal / written questions:** Also includes questionnaires; work-based tasks; reflective accounts; case studies; professional discussion; and, feedback reports. As assessment by observation and examination of work products usually results in inferred knowledge. Questions should only be asked to fill gaps where knowledge is not explicit. This style of assessment still requires the assessor to confirm how knowledge and understanding has been addressed but avoids over assessment of the candidate.
- **Projects:** An extended piece of practical and / or written work involving planning and research, generally presented as a report.
- **Assignments:** May be practical or written tasks given to learners which test skills, knowledge or understanding, or combinations of all three.
- **Case studies:** An effective case study report should:
 - clearly identify the core problem(s)
 - analyse the issues underlying the problem
 - discuss and justify alternative solutions using theory / experience
 - present feasible recommendations
 - be presented in an appropriate format
- **Audio / video recordings:** May be used to support observation reports, examination of work products and knowledge questionnaires.
- **Simulation / role play:** A task-based function where there are clear goals which need to be achieved and the outcomes are evaluated in a 'real-work environment'.

English and Maths Functional Skills

Apprentices will be required to have or achieve level 1 English and Maths and to have taken level 2 English and Maths tests prior to completion of their Apprenticeship unless you already hold the required qualifications or equivalents.

On Programme learning

The period of learning, development and continuous assessment is managed by the employer, in most cases with the support of the training provider. The on-programme pace will be driven by individuals as well as by the breadth of experience an employer can offer prior to the minimum of 12 months after which end-point assessment will take place.

Employers will work closely with the training provider to plan and deliver support and training appropriately. This working closely will add value to the employer as it centres on real work competencies demonstrated in a real work environment

End Point Assessment

End-point assessment – What is this?

End-point assessment is a new way of assuring quality in the apprenticeship system. It replaces the existing model of continuous assessment resulting in qualifications.

The on-programme learning, including completing two mandatory qualifications, that enables the apprentice to attain full competence as defined in the Standard, will take 12 months. Once the employer and training provider agree that the apprentice has met the minimum requirements of knowledge, skills and behaviours detailed in the standard, the apprentice will move on to the End Point Assessment.

The apprentice cannot progress to the End Point Assessment (EPA) until they have:

- Been on programme for at least 12 months.
- Gained the necessary mandatory qualifications.
- Demonstrated the required level of competence in the knowledge, skills and behaviours detailed in the Standard.
- Achieved level 2 English and Mathematics.

Once the EPA has been completed the apprentice will be given one of the following grades:

- Fail
- Pass
- Distinction

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***

The combination of the two assessment methods builds a cumulative picture of performance against the Standard. They require apprentices to demonstrate the application of knowledge, skills and behaviours in an integrated manner to deliver the required outcomes, enabling the Assessor to make a holistic judgement about how well the apprentice meets or exceeds the Standard.

We will 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

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:

- 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.

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

Sample documents, including a job description, client profile and person specification, as well as sample supplementary questions, will be issued. Mock assessment sheets are also available.

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

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

The professional discussion is a structured interview between the apprentice and the End Point Assessor and takes place 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 and will be appropriately structured to draw out the best of the apprentice's energy, enthusiasm, competence and excellence.

The professional discussion requires the apprentice to be a confident, assertive and persuasive communicator, demonstrating the knowledge and understanding of their role as detailed in the Standard as they would in the real work environment.

The professional discussion is a structured interview between the apprentice and the EPA

Examples questions:

- Explain your approach to the candidate selection process.
- What methods or practices would you use to identify new business leads?
- How would you progress new client opportunities?
- Explain how you would monitor applications.
- Identify what pre-employment and compliance checks you undertake on candidates and why they are important?
- Give me an example of where you have acted with tenacity and have shown resilience?
- Tell me when you have had to prioritise your workload, what was the situation and what did you do?
- How would you initiate, build and maintain relationships with candidates?
- Explain why it is important to keep the recruitment database up to date.
- How would you identify new client opportunities?

Resourcing Project Assignment Criteria

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

Compliance Resourcing project assignment
Knowledge
<i>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.</i>
Assessment criteria
CO1 Understands and complies with best practice (pass)
CO2 Demonstrates a knowledge of relevant policies, procedures and legislation and consistently follows them (pass)
CO3 Understands the importance of meeting compliance standards (pass)
<i>CO4 Champions best practice (distinction)</i>
<i>CO5 Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally (distinction)</i>
<i>CO6 Understands the wider implications of failure to comply with legislative requirements (distinction)</i>
Skills
<i>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).</i>

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

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

Professional Discussion Criteria

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

Candidate management Professional Discussion
Knowledge
<i>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.</i>
Assessment criteria
CM1 Demonstrates successful relationship management and results achieved (pass)
CM2 Clear communication of accurate information (pass)
CM3 Makes suggestions for small improvements and supports their implementation (pass)
<i>CM9 Takes ownership of effective relationships, and seeks feedback for further learning (distinction)</i>
<i>CM10 Clear, concise and accurate communication of independent thoughts and ideas (distinction)</i>
<i>CM11 Able to identify inefficiencies in a process, suggests improvements and assists implementations (distinction)</i>
Skills
<i>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</i>
Assessment criteria
CM4 Consistently selects relevant candidates for current vacancies (pass)
CM5 Accurate assessment of candidate relevancy (pass)
CM6 Decisions are thought through, using a range of information or techniques (pass)
CM7 Shows flexibility and uses appropriate communication channels (pass)
CM8 Regular clear written and verbal communication with candidates (pass)
<i>CM12 Builds candidate pools and networks for current and future vacancies (distinction)</i>

<i>CM13 Accurate and rapid assessment of candidate skills, knowledge and motivations (distinction)</i>
<i>CM14 Decisions are fully evidence and justified (distinction)</i>
<i>CM15 Adapts decision making to each situation (distinction)</i>
<i>CM16 Independently choose the most effective and appropriate communication channel (distinction)</i>
<i>CM17 Communication positively influences candidate decision making (distinction)</i>

Compliance Professional Discussion
Knowledge
<i>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.</i>
Assessment criteria
CO1 Understands and complies with best practice (pass)
CO2 Demonstrates a knowledge of relevant policies, procedures and legislation and consistently follows them (pass)
CO3 Understands the importance of meeting compliance standards (pass)
<i>CO4 Champions best practice (distinction) 0.84</i>
<i>CO5 Shows a thorough knowledge of relevant policies, procedures and legislations and promotes them internally and externally (distinction)</i>
<i>CO6 Understands the wider implications of failure to comply with legislative requirements (distinction)</i>
Skills
<i>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.</i>
Assessment criteria
O7 Consistently adheres to policies and procedures (pass)
CO8 Work is largely accurate and meets expectations (pass)
CO9 Highlights issues when they arise and seeks advice (pass)
<i>CO10 Understand and follows policies and procedures to a consistently high level and is able to identify inefficiency and suggest improvements (distinction)</i>
<i>CO11 Takes ownership for own work, promotes best practice and proactively offers to coach others (distinction)</i>
<i>CO12 Proactively identifies potential issues and takes appropriate action to prevent them from happening (distinction)</i>

Behaviours
Professional Discussion
Self-motivation
Assessment criteria
B1.1 Independently takes action to meet expectations (pass)
B1.2 Applies initiative in developing their own skills and knowledge (pass)
<i>B1.3 Consistently strives to exceed expectations (distinction)</i>
<i>B1.4 Proactively seeks opportunities to develop themselves and share learning with others (distinction)</i>
Tenacity and resilience
Assessment criteria
B2.1 Continues to work towards targets when managing rejection (pass)
B2.2 Consistently completes tasks (pass)
B2.3 Strives to be better next time when receiving negative feedback (distinction)
B2.4 Consistently completes tasks and seeks opportunity for improvement (distinction)
Ambition, drive and determination
Assessment criteria
B3.1 Demonstrates a view of their future professional development (pass)
B3.2 Agrees realistic targets and makes good plans to meet them (pass)
<i>B3.3 Demonstrates planning and targets to achieve their view of their future professional development (distinction)</i>
<i>B3.4 Independently creates stretch targets for personal and business opportunities (distinction)</i>
Ability to prioritise and escalate where necessary
Assessment criteria
B4.1 Decisions are thought through and address the issue at hand (pass)
B4.2 Considers team objectives when planning actions (pass)
<i>B4.3 Decisions are timely, show judgement and are fully evidenced, positively affecting outcomes (distinction)</i>
<i>B4.4 Balance corporate objectives with personal and team targets when planning (distinction)</i>
Innovative
Assessment criteria
B5.1 Forms ideas and supports implementation (pass)
<i>B5.2 Forms new ideas and drives implementation (distinction)</i>
Attention to detail
Assessment criteria
B6.1 Checks own work which contains minimal errors (pass)
B6.2 Identifies their role in the team and how their work contributes (pass)
<i>B6.3 Takes ownership for work and evaluates accuracy (distinction)</i>
<i>B6.4 Understands the structure of the organisation and is able to discuss how teams interact (distinction)</i>
Ethical customer focused approach
Assessment criteria
B7.1 Has customer satisfaction at the centre of their actions (pass)
B7.2 Conducts reviews with clients (pass)
<i>B7.3 Champions customer care best practice and strives for a win/win solution (distinction)</i>
<i>B7.4 Leads client review and suggests improvements (distinction)</i>
Are very organised
Assessment criteria
B8.1 Plans work, achieves deadlines and effectively manages resources (pass)
B8.2 Manages future pipeline of work (pass)
<i>B8.3 Creates plans to maximise resources and personally ensure results are achieved (distinction)</i>

<i>B8.4 Identifies future pipeline of work and proactively assigns resources (distinction)</i>
Good questioning and listening
Assessment criteria
B9.1 Understands and answers questions (pass)
B9.2 Focuses on the matter in hand (pass)
<i>B9.3 Asks supplementary questions to investigate potential scenarios and ensures positive outcome (distinction)</i>
<i>B9.4 Is able to analyse an issue quickly and form solutions (distinction)</i>

Grading

End Point Assessment Component	Weighting	Available marks
Resourcing Project Assignment	30%	100
Professional Discussion	70%	100

To achieve a pass the apprentice must gain at least 40% in each assessment and 55% overall.

Grade	Mark Required	
Distinction	>79%	Demonstrates the apprentice regularly goes beyond what is required to meet the level of knowledge, skills and behaviours defined in the Standard. This demonstrates they proactively apply innovation and creative thinking to solve problems and deliver solutions. They have done this by providing multiple examples of clear evidence that they can demonstrate their ability in the real work environment across the four high level area
Pass	55% - 79%	This demonstrates that the apprentice has the ability to consistently apply the knowledge, skills and behaviours defined in the Standard. They have done this by providing clear evidence that they can demonstrate their ability in the real work environment across the four high level areas
Fail	<55%	The apprentice has been unable to demonstrate the ability to consistently apply the knowledge, skills and behaviours defined in the Standard. They have been unable to provide sufficient evidence that they can demonstrate their ability in the real work environment across the four high level areas

End Point Assessment – Summary of roles and responsibilities.

Employer	<p>Decides, with advice from the Training Provider, when to progress the apprentice through the Assessment Gateway to the EPA</p> <p>From supporting the apprentice through their development in the workplace, has the best view of their competence</p> <p>Play no part in the EPA itself</p> <p>Reviews and prepares the apprentice should a re-sit be required</p>
Training Provider (This function could be undertaken by the Employer)	<p>Liases with the employer, if necessary, in decision to progress the apprentice through the Assessment Gateway to the EPA</p> <p>Brings expert understanding of the assessment process and a broad view on the apprentice's competence</p> <p>Brings a broad view of the apprentice's competence</p> <p>Plays no part in the EPA itself</p> <p>Reviews and prepares the apprentice should a re-sit be required</p>
Independent Assessor	<p>Brings an independent view to the EPA</p> <p>Sets the Resourcing Project Assignment</p> <p>Marks and grades the Resourcing Project Assignment</p> <p>Prepares and conducts the Professional Discussion</p> <p>Marks and grades the Professional Discussion</p> <p>Awards overall grade</p> <p>Conducts re-sit if required</p> <p>Hears any appeal against the grade awarded</p>