

Assessment Feedback and Grading Report

Level 3 Apprenticeship Standard – HR Support

Name of Apprentice: James Bancroft

Date of Assessment: 30 June 2022

Overall Grade for EPA	Pass
Consultative Project	Pass - 79%
Professional Discussion	Distinction - 86%

Introduction

Well done and many congratulations on completing your End Point Assessment (EPA) with the CIPD. Below you will find a constructive summary of your assessment using a RAG rating to visually display your achievement against each component. We've also provided the scores that the assessors awarded per assessment method and component.

You're now eligible to apply for Associate Member of the CIPD. Associate member is a visible demonstration of your experience and expertise in the people profession. Employers and colleagues respect and value the designation "Assoc CIPD" after your name, and you'll carry a mark of professionalism that's recognised worldwide. To apply please complete the CIPD Associate Member form located under the resource tab on SmartEPA or on the CIPD Website under your specific standard [here](#) and return to us at Memadmin@cipd.co.uk

For both assessment methods your evidence has been graded for each component of the apprenticeship standard according to:

RAG	Definition	Score
	No evidence	0
	Partial evidence	1-2
	sufficient evidence/meets the requirements	3
	Extensive range of evidence/demonstrates high level of competence or exceedingly high-level competence	4-5

Consultative Project

Code	Description	Expectation	Outcome
K1.1	Business Understanding Understands the external market and sector within which their organisation operates, the products and services it delivers.	Provides clarification of the external market e.g., financial services, hospitality, and competition Provides clarification of the sector the organisation operates in, e.g., public, private, third sector Identifies the types of products and/ or services the organisation provides to its customers and clients.	4
K1.2	Business Understanding Understands the structure of the organisation, where their role fits in the organisation; the 'Values' by which it operates and how these apply to their role.	Describes the type of organisation structure e.g., tall, bureaucratic, hierarchical, matrix etc Explains where their HR role fits into the organisation. Describes the values and how these guide their approach to their work	4
K2.1	HR Legislation and Policy Basic understanding of HR in their sector and any unique features.	Describes how HR operates and is impacted by the market /sector e.g., private sector - hospitality - seasonal workers.	4
K2.2	HR Legislation and Policy Good understanding of HR legislation and the HR Policy framework of the organisation.	Outlines the main HR policies their organisation utilises and shows awareness of how HR legislation underpins these. Provides an example of where employment legislation informs policies and practices.	4
K2.3	HR Legislation and Policy Sound understanding of the HR Policies that are relevant to their role. Knows where to find expert advice.	Describes two examples of HR policies that are relevant to their own operational HR role and includes detail of where they can find expert knowledge to support this such as codes of practice, specialist people or websites, ACAS, CIPD, legal practices, benchmarking, etc	4
K3.1	HR Function Understands the role and focus of HR within the organisation	Explains the role HR plays (e.g., generalist, specialist, change agent, business partner) and the type of services it provides e.g., transactional, operational, strategic	4
K3.2	HR Function Understands the HR business plan / priorities and how these apply to their role.	Outlines how their responsibilities and objectives support the achievement of the wider HR goals and objectives	4
K4.1	HR Systems and Processes Understands the systems, tools and processes used in the role, including the organisation's core HR systems.	Describes the HR systems used to support effective management of the various HR processes such as HR planning, employee relations, reward, PM, compliancy etc. Provides at least one example of each (e.g., System -Applicant Tracking System	4

		Process- selection process Tools - Proforma or checklist plus Core HR system e.g., HR database.	
K4.2	HR Systems and Processes Understands the standards that have to be met in the role.	Describes at least two standards that are expected to be met in their HR role e.g., service level agreements, targets deadlines, KPIs, compliance	3
S1.1	Service Delivery Delivers excellent customer service on a range of HR queries and requirements, providing solutions, advice and support primarily to managers.	Describes at least Three examples of how they provide support and guidance that is customer focused, timely and of high quality to managers, employees and wider stakeholders. This could be on policy, recruitment, handling discipline and grievances, performance and reward, redundancies, interviewing, contractual enquiries, personal issues relating to work etc	4
S1.2	Service Delivery Builds manager's expertise in HR matters, improving their ability to handle repeated situations themselves where appropriate.	Explains how they have enabled a manager to deal with frequently occurring situations. e.g., developing a manager's knowledge and understanding of recruitment, applying people policies, handling discipline and grievance, contractual issues, performance & reward, L&D, diversity & inclusion, well-being etc	Assessed in PD
S1.3	Service Delivery Uses agreed systems and processes to deliver service to customers.	Demonstrates how to follow procedures and established guidelines to deliver HR service. This could include the use of technology and standard ways of working.	Assessed in PD
S1.4	Service Delivery Takes the initiative to meet agreed individual and team KPIs in line with company policy, values, standards.	Demonstrates within the project how they have taken a proactive approach to meet individual and team performance indicators aligned to overall standards expected.	4
S1.5	Service Delivery Plans and organises their work, often without direct supervision, to meet commitments and KPIs.	Demonstrates how they manage and schedule their work, often autonomously, to meet Key Performance Indicators and commitments.	4
S2.1	Problem Solving Uses sound questioning and active listening skills to understand requirements and establish root causes before developing HR solutions.	Engages with others to explore the requirements and root causes of a problem by applying appropriate questioning and listening techniques prior to identifying HR solutions.	4
S2.2	Problem Solving Takes ownership through to resolution, escalating complex situations as appropriate.	Demonstrates how they have recognised, owned and resolved a problem and demonstrated awareness of where they may need to involve others in order to do this.	Assessed in PD
S5.1	Process improvement	Provides two examples where they have personally and proactively identified an area of improvement and taken this forward, e.g., how they have made recommendations in the project or their role.	4

	Identifies opportunities to improve HR performance and service, acting on them within the authority of their role.		
S5.2	Process improvement Supports implementation of HR changes/projects with the business.	Describes their involvement in the rollout of a HR change initiative or project that relates to improving a HR people, process or business solution.	4
S6.1	Managing HR Information Maintains required HR records as part of services delivered.	Demonstrates how they routinely collect, update, amend distribute, store and record HR information securely e.g., in relation to recruitment, performance, induction, D&G, absence, equality and diversity	4
S6.2	Managing HR Information Prepares reports and management information from HR data, with interpretation as required.	Demonstrates how they present meaningful information from a variety of different sources of HR data to support evidence-based decision making, e.g., highlighting a trend or pattern in sickness absence.	4
		Total	67

Professional Discussion

Code	Description	Outcome
S3.1	Communication and Interpersonal Deals effectively with customers/colleagues, using sound interpersonal skills and communicating well through a range of media e.g. phone, face to face, email, internet. Adapts their style to their audience.	4
S3.2	Communication and Interpersonal Builds trust and sound relationships with customers.	4
S3.3	Communication and Interpersonal Handles conflict and sensitive HR situations professionally and confidentially.	4
S4.1	Teamwork Consistently supports colleagues /collaborates within the team and HR to achieve results.	5
S4.2	Teamwork Builds/maintains strong working relationships with others in the team and across HR where necessary.	5
S7.1	Personal Development Keeps up to date with business changes and HR legal/policy/process changes relevant to their role.	4
S7.2	Personal Development Seeks feedback and acts on it to improve their performance and overall capability.	4

B1.1	Honesty and Integrity Truthful, sincere and trustworthy in their actions. Shows integrity by doing the right thing.	4
B1.2	Honesty and Integrity Maintains appropriate confidentiality at all times.	4
B1.3	Honesty and Integrity Has the courage to challenge when appropriate.	4
B2.1	Flexibility Adapts positively to changing work priorities and patterns when new tasks need to be done or requirements change.	4
B3.1	Resilience Displays energy and enthusiasm in the way they go about their role.	5
B3.2	Resilience Deals positively with setbacks when they occur. Stays positive under pressure.	5
	Total	56

Consultative Project components assessed in the Professional Discussion

Code	Description	Expectation	Outcome
S1.2	Service Delivery Builds manager's expertise in HR matters, improving their ability to handle repeated situations themselves where appropriate.	Explains how they have enabled a manager to deal with frequently occurring situations. e.g., developing a manager's knowledge and understanding of recruitment, applying people policies, handling discipline and grievance, contractual issues, performance & reward, L&D, diversity & inclusion, well-being etc	4
S1.3	Service Delivery Uses agreed systems and processes to deliver service to customers	Demonstrates how to follow procedures and established guidelines to deliver HR service. This could include the use of technology and standard ways of working	5
S2.2	Problem Solving Takes ownership through to resolution, escalating complex situations as appropriate.	Demonstrates how they have recognised, owned and resolved a problem and demonstrated awareness of where they may need to involve others in order to do this.	4
		Total	69

Assessor Summary Comments

Congratulations James on passing your End Point Assessment, I would like to provide you with some feedback.

Your appointment as Head Teacher of a school and therefore holding the dual role of both the senior leadership team member, and responsible for and delivering HR, you are in somewhat of a unique position when it comes to assessing your EPA. I'm pleased that you were able to write the CP in such a way that you provided a balance of HR evidence that addressed each of the components. Your CP was very well constructed providing comprehensive, well evidenced responses for each of the components, and you will note that you exceeded the minimum standard in the majority, well done. You clearly had an excellent understanding of the organisation role, both yours and the school, the challenges and issues. You very effectively linked values, HR policies (which were well evidenced) and legislation to both your role and that of HR in delivering support to the school and wider education system. You provided a clear appreciation of where you can obtain HR advice and guidance, which further supported well consider data collection, management and analysis. Your narrative demonstrated strong, empathic, engaging and positive leadership coupled with genuine and proactive management of your staff (teachers), particularly through the challenges of CV-19 – listening, engaging, positively reacting. Your leadership style was further evidenced through the training and coaching that you initiated and delivered, with the success being determined by statistical data. Your CP travelled smoothly and effectively through the E2E process of addressing a real organisation need leading to well informed, researched solutions and recommendations.

Your PD was excellent, confidently delivered providing examples throughout to support your evidence and understanding demonstrating that you had prepared thoroughly applying careful consideration to each component area. You will note from the RHAG that you have been graded as providing extensive evidence in all the components, which reflects your preparation and understanding. You very neatly balanced your role as a senior leader (Head Teacher) with a responsibility to deliver effective HR, and clearly identified the synergy with the 2 roles fluently articulating the importance of HR policy, legislation and processes in supporting the business, employees and customers (children). You had a very good appreciation of the limitations of your HR experience having the confidence to seek SME support and escalate when the situation required. Your energy, enthusiasm and positive approach to your role was very evident throughout the PD, and you showed an informed approach to using data analytics to support HR decision making and employee management very effectively. What was most evident was your strong, empathic and informed leadership skills and your genuine and passionate approach to providing the highest level of care to your children and support to your staff. In doing so you demonstrated a real understanding of the value of HR tools, processes and procedures in informing your decisions.

Congratulations again, and my best wishes for your continued HR and education career – your PD showed the value of having HR knowledge and experience in supporting the education sector at the delivery level.

The following formula is used to calculate the CP percentage score if any components are transferred from CP to PD:

- 0 component: $100/100 \times \text{score} = \text{\%score}$

- 1 component: $100/95 \times \text{score} = \% \text{ score}$
- 2 components: $100/90 \times \text{score} = \% \text{ score}$
- 3 components: $100/85 \times \text{score} = \% \text{ score}$

The following formula is used to calculate the percentage score for the PD if any components are transferred from the CP to the PD:

- 0 components: $100/65 \times \text{score} = \% \text{ score}$
- 1 component: $100/70 \times \text{score} = \% \text{ score}$
- 2 components: $100/75 \times \text{score} = \% \text{ score}$
- 3 components: $100/80 \times \text{score} = \% \text{ score}$

For any queries about resits or retakes please refer to the Resit/Retake policy in the HR Toolkit in SmartEPA under the Resources, to book your resit/retake please contact MyEPA@cipd.co.uk

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Your Network

As a member of CIPD you have joined an amazing network of people professionals. Actively engaging with networks such as your local CIPD branch or the on-line communities on the CIPD website can really support you on your professional journey. Explore the Learn, Develop and Connect part of our website to find out more <https://www.cipd.co.uk/learn>.

Diversity and Inclusion

As a CIPD Member, work with us in driving inclusive work cultures where everyone can thrive. Access our Diversity and Inclusion resources to help in enabling us all to step up and stamp out prejudice and build diverse and supportive cultures of respect and fairness for all.

<https://peopleprofession.cipd.org/profession-map/specialist-knowledge/diversity-inclusion>

www.cipd.co.uk/news-views/tackling-racism-workplace

Reflective Practitioner

As the professional body for HR and people development we have a strong interest in your professional growth. The credibility of the people profession is underpinned by a firm commitment to ongoing professional development, and we are keen to provide the tools and resources to support you. As part of that professional growth, it is important for all CIPD members to be reflective practitioners.

You will find a range of resources to support your ongoing continuous professional development on the CIPD website at <https://www.cipd.co.uk/learn/cpd>.

CIPD Learning Resources

As a member of CIPD you have access to an extensive range of resources, continuously updated and expanded to support your development. A good place to start is the Profession Map

<https://peopleprofession.cipd.org/profession-map>.

The CIPD team are here to support you and we hope you will take advantage of the many resources and benefits available to you.

We look forward to supporting you on your professional journey.

The CIPD EPA Team