

Assessment Method	Requirements continued
Presentation and Q&A based on Learning Journal	<p>The apprentice will complete a 15 minute (+/-10%) presentation, presenting key points from the Learning Journal. The focus of the presentation is to provide an opportunity to demonstrate the attained skills, knowledge and behaviours, using examples from the journal that best evidence these, which might include lessons learned.</p> <p>The presentation should provide an example from the Learning Journal that best demonstrates each of the key themes (new and emerging trends and developments in the L&amp;D sector, L&amp;D Specialisms and their Business Impact, and Leadership).</p> <p>The presentation will be followed by a 30 minute (+/- 10%) Q&amp;A session and the learner will be asked 5-7 open questions. These questions will allow to further test components of the Learning Journal they have highlighted as needing investigation during their review, and test the presentation content and/or depth of understanding to assess performance against the distinction criteria.</p>

**Final Grading**

Work Based Project with Professional Discussion	Presentation/Q&A based on Learning Journal	Overall Grade
Fail in one method or more		Fail
Pass	Pass	Pass
Pass	Distinction	Pass
Distinction	Pass	Merit
Distinction	Distinction	Distinction

**Duration:** The apprenticeship will take a minimum of 24 months to complete dependant on experience, this will include 19 months on programme and up to 5 months to complete the **End Point Assessment**.

**Entry requirements:** Organisations will set their own entry criteria and are more likely to select individuals with more advanced interpersonal skills, experience of working with customers in some capacity. You must achieve level 2 English and maths prior to taking the end point assessment.

**Links to Professional Body Recognition:** The successful apprentice may be eligible to apply for Associate membership of the Chartered Institute of Personnel and Development (CIPD) or any other professional body that recognises this apprenticeship within its membership criteria. (Membership is subject to the professional bodies own membership requirements).

**Learning & Development Consultant/Business Partner  
Apprenticeship Level 5**

The Learning & Development (L&D) Consultant/Partner will often have expertise and competence in a specific field whether it be technical, vocational or behavioural. They will have the commercial responsibility to align learning needs with the strategic ambitions and objectives of the business, being accountable for ensuring L&D contributes to, and influences, improved performance in the workplace at an individual, team and organisation level. They link the work they do to the context and strategic priorities of the business and measure the outcomes and impact of any learning interventions, to demonstrate a return on investment/expectation.

The L&D Consultant/Business Partner role exists within a range of organisations including private, public and third sector. Typically, the individual works alongside colleagues who specialise in Human Resources (i.e. employee relations, reward, recruitment), often supported by an L&D Administrator and/or L&D Practitioner. They report to a Senior L&D Manager, Head of Department or Director. In larger organisations, they may be one of a team supporting the business, and may have responsibility for managing people and a budget.

To see if you are a suitable to complete this qualification, you will need to check that your current role covers all aspects of the **Knowledge, Skills and Behaviours/Attitudes** by ticking the boxes on the following pages. If you have any gaps you will need to obtain support from your employer, together with support from your Intec tutor.

Knowledge - The L&D Consultant/Business Partner will have an understanding of:	
Technical expertise	Paradigms, theories and models that underpin effective adult learning, group behaviour and learning culture, for example behaviourism, cognitivism, constructivism, neuroscience.
	Legislation and policies that influence learning design and delivery.
	The merits of different learning delivery channels to select an appropriate face-to-face, blended or digital solution.
	Current research and appropriate application of best practice/best fit solutions.
	The latest learning practice, trends and emerging thinking.
	Positively incorporating diversity and inclusion into L&D interventions and processes. Researching and applying current best practice in this area.
	Change management methodologies and the principles of project management.
Business understanding	Consultancy tools and techniques, for example the use of SWOT, 5 Whys, weighted matrix etc. providing costed recommendations and projected impact/Return on investment/Return of expectation.
	Their organisation's vision, mission, values, strategy, plans and stakeholders; its external market and sector and the opportunities, challenges and issues it faces.
	How business, learning and HR key performance indicators and metrics build a clear picture of how the business is performing.
	The process of stakeholder mapping to define interactions with staff that are part of the learning needs analysis, design, delivery, and evaluation.
L&D function	How to measure the impact, return on investment/expectation of learning on the business.
	The L&D structure required to meet business needs and whether this should be in house, outsourced and how to source specialist expertise when required.
	The various L&D roles, responsibilities and skills required to design and deliver face-to-face, blended or digital solutions.
	The policies and processes required for effective organisation learning.
	How to prepare, monitor and manage a budget.

Knowledge continued - The L&D Consultant/Business Partner will have an understanding of:	
Management information and technology	The collection of data and information, both qualitative and quantitative, to analyse learning needs, implement effective delivery and measure outcomes and impact.
	How to identify sources, trends and anomalies in data/information.
	How to shape internal information systems and how they play a role to support learning.
	How technology can support learning, including understanding of digital platforms/delivery channels as relevant to the role.
	Emerging technologies that can support effective learning.
Skills – The L&D Consultant/Business Partner will be able to:	
L&D Consultancy	Work as an L&D business partner or consultant across the whole organisation or key functions/relevant stakeholders as appropriate, to build insight into existing levels of capability against future requirements, identifying organisational skills gaps and risks.
	Use a range of techniques to obtain an initial brief from internal stakeholders, and investigate and analyse data to validate the need for a learning intervention.
	Present a range of relevant and innovative solutions, logically and with credibility, to gain buy-in from senior stakeholders.
	Develop an Organisational Development/L&D/succession plan that addresses gaps and fulfils skills, resourcing, talent, and future leadership needs in the partner/business area, accounting for changing internal and external environment, business and learner needs
	Initiate the design of interventions and monitor implementation.
	Develop and manage an embedded culture of learning and continuous improvement (e.g. through using communication campaigns).
Developing a Learning Culture	Manage learning and knowledge transfer.
	Facilitate collective and social learning using innovative technological solutions.
	Influence management at all levels to collaborate and take responsibility for learning initiatives.
	Set up and manage Action Learning sets, coaching and mentoring programmes.
	Ensure quality of learning and training delivery through providing feedback to colleagues to ensure continuous improvement of self and others.
	Construct and manage an L&D budget/project/intervention, including managing resources to effectively deliver.
Budget/Resource Management	Identify and analyse potential cost savings to ensure maximum value.
	Effectively engage, negotiate and manage third party suppliers.
	Build effective working relationships with business managers (using the language of the business), peers and other L&D functions, together with relevant external organisations to deliver business results from L&D plans and solutions.
Relationship management	Communicate confidently with people at all levels, including senior management.
	Work with senior leaders to carry out succession planning, organisational development and talent pipeline plans.
	Build rapport and demonstrate the use of language patterns to facilitate and encourage discussions, debate, learning and decisions.
Facilitation Skills	Employ a range of questioning and listening skills to generate brainstorming, discussion and debate, learning and decisions.
	Effectively manage challenging learner and group behaviours.

Behaviours/Attitude - The L&D Consultant/Business Partner will be able to demonstrate:	
Constant and Curious Learner	Pro-actively seeking opportunities and feedback to develop their business acumen, improve their performance and overall capability.
	Probing and inquiring to delve deeper into opportunities, options and solutions.
	A desire to understand and experiment with new ideas and techniques, identifying areas for self and wider development/improvements.
	That they act as a role model for learning within their organisation and across their networks.
Collaborative Partner	They are a trusted partner, acting with integrity, ensuring that clients, partners and learners alike feel heard and are confident in their ability to deliver.
	They can enable different departments or stakeholders to effectively work together above their own agendas and priorities.
Commercial Thinker	They understand and apply the commercial context, realities and drivers behind learning needs and solutions.
	They are focused on outcomes and impacts.
	They develop ideas, insights and solutions for defined business benefits.
Constructive Challenger	Personal resilience to manage competing priorities, ensuring that they deliver the outcomes of their work through co-design and a full understanding of the impact they have on others.
	The courage to hold a mirror up to the organisation when diagnosing solutions.
	Skilfully navigating through organisational and personal politics.
Passionate and Agile Deliverer	Responsiveness and flexibility to changing internal and external environments and business needs.
	Being a role model for the L&D profession, inspiring and galvanising others around learning solutions, ensuring that learning is embedded and delivers ambitious goals, outcomes and timelines.

Once the programme of learning is complete and the learner, employer and Intec agree the necessary **Knowledge, Skills and Behaviours/Attitude** have been met, learners will be put forward to the **Assessment Gateway** and this will trigger the **End Point Assessment**. This assessment will be carried out with an independent body to ensure the apprentice can demonstrate they have achieved the required standard, this will consist of the following:

Assessment Method	Requirements
Work Based Project with Professional Discussion	<p>The Work Based Project is a substantive piece of work, requiring the apprentice to demonstrate their <b>L&amp;D consultancy skills in relation to a real business-related problem or objective</b>. The final Project should take the form of a formal business report of 5000 words (+/- 10%). The report should describe how the Project was delivered, focussing on the actions and decisions taken, critically analysing the reasons for those, and the outcomes achieved. The Project will require significant research both inside the organisation and into the learning and development profession to demonstrate breadth of understanding, and the application of this research to support the Project decisions and outcomes. The Work Based Project report should be submitted to the End Point Awarding Organisation for remote marking and to allow for grading and preparation ahead of the Professional Discussion component of this method.</p> <p>The 75-minute (+/- 10%) Professional Discussion will be based on the Work Based Project undertaken by the apprentice, including 10-12 open questions which will complement the choice of the Work Based Project. The questions will be constructed in such a way as to give every apprentice the opportunity to demonstrate the distinction criteria.</p>