

LEARNING AND DEVELOPMENT CONSULTANT APPRENTICESHIP



A Learning & Development (L&D) Consultant is accountable for ensuring L&D contributes to, and influences, improved performance in the workplace at an individual, team and organisation level.

They also have the commercial responsibility to align learning needs with the strategic ambitions and objectives of the business. They are agents for change, influencing key stakeholders, making decisions and recommendations on what the business can/should do in an L&D context. They are also likely to lead on any L&D-related elements of business projects. The L&D Consultant/Partner will often have expertise and competence in a specific field whether it be technical, vocational or behavioural. 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.

Entry

Employers will set their own entry requirements for this apprenticeship.

Duration

The length of this apprenticeship is typically 18 - 24 months.

Level

This apprenticeship standard is set at level 5.

Progression

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).

Functional Skills

If the employee does not have maths and English GCSE passes at grade C or above, they will need to pass maths and English Functional Skills level 2 during their apprenticeship.

End Assessment

To achieve this apprenticeship standard, the employer, training provider and apprentice will agree when the apprentice is competent and ready to undertake the independent end point assessment.

HIT Professional Trainers

Each apprentice will be assigned a designated Training Consultant by HIT who will visit them and their line manager bi-monthly at their workplace throughout the apprenticeship. On alternate months, the HIT Training Consultant will be in contact with the apprentice to coach, mentor and discuss progress.

REQUIREMENTS: CORE KNOWLEDGE, SKILLS AND BEHAVIOURS

Knowledge - The L&D Consultant 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.
- ▶ 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.

Business understanding

- ▶ 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.
- ▶ How to measure the impact, return on investment/expectation of learning on the business.

L&D function

- ▶ 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.

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 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.

Developing a Learning Culture

- ▶ Foster and develop an embedded culture of learning and continuous improvement (e.g. through using communication campaigns).
- ▶ 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.

Skills - The L&D Consultant will be able to:

Budget/Resource Management

- Construct and manage an L&D budget/project/intervention, including managing resources to effectively deliver.
- Identify and analyse potential cost savings to ensure maximum value.
- Effectively engage, negotiate and manage third party suppliers.

Relationship management

- 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.
- 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.

Facilitation Skills

- Build rapport and demonstrate the use of language patterns to facilitate and encourage discussions, debate, learning and decisions.
- 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 - The L&D Consultant 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.

INDEPENDENT END POINT ASSESSMENT

The end point assessment will only commence once the employer, apprentice and HIT Training Consultant are confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard and clearly evidenced by the on-programme progression review meetings and records.

The independent end point assessment ensures that all apprentices consistently achieve the industry set professional standard and can commence at any point once the apprentice is competent after the eighteen-month minimum period of learning and development. Prior to independent end point assessment the functional skills English and maths components of the apprenticeship must be successfully completed.

Summary of Independent End Point Assessment Process

The apprentice will be assessed to the apprenticeship standard using the complementary assessment methods below. The assessment is synoptic, i.e. takes a view of the overall performance of the apprentice in their job. The assessment activities will be completed by the independent end point assessment organisation as follows:



Work Based Project with Professional Discussion

The Work Based Project is a substantive piece of work, requiring the apprentice to demonstrate their L&D consultancy skills in relation to a real business-related problem or objective – it will demonstrate real activity done in the role (i.e. not simulated), and should demonstrate the aspects of the standard. It should describe what the apprentice did, how they did it and the recommendations and outcomes that resulted from the project.

The apprentice should agree the project plan with their employer to ensure it meets their requirements. Project guidance/criteria from the EPAO will be used to support this process. The employer should send the plan within one week of gateway to the EPAO for approval. The EPAO should notify the employer of its approval/rejection with 7 days of receipt to avoid delays.



Presentation and Q&A based on Learning Journal

The presentation is an opportunity to demonstrate the attained skills, knowledge and behaviours, using examples from the journal that best evidence these, which might include lessons learned. It must focus on how they demonstrate the skills, knowledge and behaviours within the standard, giving competency-based examples on how they have demonstrated these. It should also provide an example from the Learning journal that best demonstrates each of the key (New and emerging trends and developments in the L&D sector, L&D Specialisms and their Business Impact, and Leadership).

It is left to the apprentice to use their creativity to select the most appropriate delivery method/s for their presentation. The IA will not only assess the content of the presentation but also the delivery of this – looking at their delivery style, clarity and communication skills (as required in the standard).

The presentation will be followed by a 30 minute Q&A session with the IA.



Completion

The independent end assessor confirms that each assessment element has been completed. The apprenticeship includes Pass, Merit and Distinction grades with the final grade based on the apprentice's combined performance in each assessment activity. In order to pass the apprentice is required to pass each of the assessments. Should an apprentice fail one assessment activity this should be retaken as soon as the apprentice is ready

and when practicable for the business. Should they fail two or more activities a period of further training and development lasting between one and three months must take place before a resit. For more information on grading criteria please refer to the apprenticeship standard assessment plan by searching via <https://findapprenticeshiptraining.sfa.bis.gov.uk/>

Independent end point assessment organisations

Approved assessment organisations are registered on the SFA Register of apprenticeship assessment organisations. Assessment organisations are responsible for ensuring assessments are conducted fairly and that assessments are valid, reliable and consistent. To access the list and find an assessment organisation visit: <https://www.gov.uk/government/publications/using-the-register-of-apprentice-assessment-organisations>.

The employer will approve and appoint the assessment organisation to undertake the independent end point assessment of the apprentice.