**Apprentice Initial Assessment – Senior People Professional (OD) – Level 7**

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| **Apprentice Name:** |  | **Date:** |  |
| **Employer Name:** |  | **Date:** |  |

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| **Competency** | |
| 1 | *Limited or little understanding or demonstration of KSB* |
| 2-3 | *Some theoretical understanding and/or occasional demonstration of KSB in current job role* |
| 4-5 | *Regularly demonstrates KSB in current job role* |
| 6-7 | *Fully meets and consistently demonstrates KSB in current job role* |
| 8-10 | *All evidence in place for KSB and anticipating achieving a pass-distinction at end-point assessment* |

As part of the rules for government funding of apprenticeships you need to evidence your current level of occupational competency. Please complete this initial assessment to help you, your employer and CMT assess whether this programme is right for you both.

This initial assessment document covers the Knowledge, Skills and Behaviours (KSB) required by the Standard and forms one part of the overall initial assessment process. The overall process also takes into account your career and work experience, your current job role, your commitment and motivation for the programme, any previous qualifications, training and apprenticeships you’ve completed and also the commitment and support you will receive from your employer. All this information will help us determine an appropriate duration, pace and price for your programme.

Please discuss each KSB with your line manager and agree your level of competency on the scale shown. It is important to recognise that this document is NOT designed as an interview tool – you should therefore avoid ‘overselling’ yourself. It might help with your scoring if you rate yourself for any organisation or sector (not just your own) as the Apprenticeship is designed to be universal across all sectors and organisations. If your scores demonstrate strong capability against the Standard, you are unlikely to be eligible for the programme.

***Where you agree a score of 8 and above you will be asked to provide evidence to demonstrate such a high level of competency.***

**Knowledge**

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| Knowledge (Core) | Components | App  Assmt  (0-10) | LM Assmt  (0-10) | Agreed  (0-10) |
| K1 | The employee lifecycle and the range of people practices that underpin it, including relevant regulation, compliance, governance and relevant law and how to develop policy in line with this. |  |  |  |
| K2 | Organisational culture, theories and concepts, organisational behaviour, models and theories of human behaviour, ethics, values and beliefs. |  |  |  |
| K3 | Business acumen, including organisational strategy creation, strategic planning tools (including business cases) and trends in the wider business context as well as drivers of organisational performance and methods of measuring organisational data. Knowledge of financial and commercial information and value for money principles. |  |  |  |
| K4 | Methods of measuring value and impact and types of analytical tools relating to creating value for an organization as well as methods of evaluating opportunity costs including qualitative and quantitative metrics. |  |  |  |
| K5 | Ways in which technology supports the delivery of people practice and enables collaboration and the risks, opportunities and impact of technology on ways of working, both in the wider organisation and in the people profession, including how social media fits with the organisational communication strategy. |  |  |  |
| K6 | Change methodology and tools and the psychology and impact of change on the workforce and the organisation. |  |  |  |
| K7 | The elements that make up strategic workforce planning, such as talent management, succession planning and resourcing. |  |  |  |
| K8 | How to integrate diversity and inclusion into wider organisational approaches. |  |  |  |
| K9 | Strategies, tools and techniques to build management, coaching and mentoring capability across the organisation. |  |  |  |
| K10 | A range of consulting processes and styles as well as diagnostic tools appropriate to the role. |  |  |  |
| K11 | How projects fit as part of wider programme management and how to use project management methodologies in order to deliver a project. |  |  |  |
| K12 | Worker voice tools and approaches and how these potentially impact on worker engagement and performance. |  |  |  |

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| Knowledge  (Specialist) | Components | App  Assmt  (0-10) | LM Assmt  (0-10) | Agreed  (0-10) |
| K13 | How to critically evaluate and apply models and measures of culture and behaviour in organisational development. |  |  |  |
| K14 | Organisational design theories, principles, models, structures, good work design and job design. |  |  |  |
| K15 | Organisation development theories, principles, models, tools, interventions and scenario planning. |  |  |  |
| K16 | Essential concepts of systems thinking. |  |  |  |

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| Total Score (out of 160) |  |
| Percentage (%) (total score divided by 160 and times by 100) |  |

**Skills**

| Skills  (Core) | Components | App  Assmt  (0-10) | LM Assmt  (0-10) | Agreed  (0-10) |
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| S1 | Design and implement a range of people policies, processes, approaches and practices in line with the organisations strategic plan, culture and values. |  |  |  |
| S2 | Identify and recognise the interventions an organisation needs to create the desired culture and behaviours. |  |  |  |
| S3 | Create and manage relevant budgets (for example HR and projects) and make balanced commercial decisions, recording them appropriately. |  |  |  |
| S4 | Design and contribute to the formulation and shaping of the People strategy and ensure alignment to organisational strategy. |  |  |  |
| S5 | Devise, analyse, interpret and offer insight into data and metrics and the insights they provide to the industry and organisation for the purpose of creating value. |  |  |  |
| S6 | Evaluate, identify and where appropriate select a technological/digital solution that will enhance current ways of working. |  |  |  |
| S7 | Question accepted practices and articulate the need for change, implementing change programmes where required (including diagnostics, options and methodologies). |  |  |  |
| S8 | Develop and implement people plans and integrated people practices in line with organisational and people strategy. |  |  |  |
| S9 | Ensure that people policies and practices are inclusive, recognising the impact on individuals and groups and supporting diversity. |  |  |  |
| S10 | Develop the management, coaching and mentoring capabilities utilising appropriate tools and methodologies. |  |  |  |
| S11 | Select and apply a range of consulting processes, styles and diagnostic tools appropriate to the role. |  |  |  |
| S12 | Align and evaluate worker voice tools and approaches and drive forward the outputs. |  |  |  |
| S13 | Select appropriate project management methodologies and resources in order to plan, lead and deliver complex projects (often as part of wider programmes) including the management of risk. |  |  |  |
| S14 | Influence senior leaders in order to position the people strategy at the heart of the business and ensure it is considered when decisions are taken across the organisation. Manage complex relationships across multiple and diverse stakeholders, building trust and rapport with the ability to positively challenge. Lead beyond area of control/authority and influence, negotiate and use advocacy skills to build reputation and effective collaborations. |  |  |  |
| S15 | Present complex information (which may include difficult messages) selecting channels that are tailored to the audience and can be clearly understood, including across the organisational boundaries, cultures and other disciplines. |  |  |  |

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| Skills  (Specialist) | Components | App  Assmt  (0-10) | LM Assmt  (0-10) | Agreed  (0-10) |
| S16 | Select and apply organisation development models and measures and lead the implementation of different approaches to enable cultural development. |  |  |  |
| S17 | Select, evaluate and apply appropriate design theories, principles, models, structures, for good work design and job design. |  |  |  |
| S18 | Select, evaluate and apply appropriate organisation development theories, principles, models, tools (including scenario planning), to design and implement interventions. |  |  |  |
| S19 | Apply appropriate systems thinking approaches to organisational development and design. |  |  |  |

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| Total Score (out of 190) |  |
| Percentage (%) (total score divided by 190 and times by 100) |  |

**Behaviours**

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| Behaviours | Components | App  Assmt  (0-10) | LM Assmt  (0-10) | Agreed  (0-10) |
| B1 | Role models ethical behaviour and practices and challenge decisions and actions that are not ethical. |  |  |  |
| B2 | Demonstrates professional courage and influence by challenging constructively and confidently in the face of opposition and tailoring influencing techniques to gain buy-in. |  |  |  |
| B3 | Makes a visible commitment to valuing people; demonstrate compassion and fairness and enable people to have a meaningful voice in decisions that impact them. |  |  |  |
| B4 | Role models collaborative and inclusive working across organisational and cultural boundaries, driving diversity to achieve positive outcomes. |  |  |  |
| B5 | Actively searches and creates opportunities to learn, sharing insights and future trends with others (internally and externally). Brings a reflective mind-set to experiences and learning to innovate and continuously improve performance. |  |  |  |
| B6 | Assimilates evidence and ideas from multiple sources to identify themes and connections and gain insights on whole issues and their wider implications. |  |  |  |
| B7 | Takes an adaptable, evidenced based approach to decision making in the context of specific situations or environments. |  |  |  |
| B8 | Applies a strategic and commercial mind-set to drive and enable change and create value for the organisation and its people. |  |  |  |

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| Total Score (out of 80) |  |
| Percentage (%) (total score divided by 80 and times by 100) |  |

**Overall Score/Percentage** (incorporating K/S/B’s)

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| --- | --- | --- |
| Overall Score | Knowledge (out of 160) |  |
| **Skills** (out of 190) |  |
| **Behaviours** (out of 80) |  |
| **Total** (out of 430) |  |
| Overall Percentage (%) (overall score divided by 430 and times by 100) |  | |

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| **Apprentice Signature:** |  | **Date:** |  |
| **Employer Signature:** |  | **Date:** |  |

**Edition No: 003**

**Form No: F66**

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**Date of last review: 02/08/2021**