



Senior People Professional

Level 7 Apprenticeship



March 2021. v1.0



Senior People Professional Level 7 Apprenticeship

Improve people practices in organisations in order to drive organisational performance and effectiveness.

Summary

The Senior People Professional Apprenticeship, as the name suggests, is designed for those already in senior leadership positions rather than those working towards those roles. However, you will be eligible if you're in a senior generalist HR or Learning & Development role or more specialist Organisational Development, Change Management, Employee Experience or Talent role.

From what we know of the industry, this standard seems to reflect that the People Profession is a broad one with many different aspects.

Overview of the Programme

- **First Year of Programme: 11 core modules**
–focus on core components of the standard
- **Second year to end point assessment: 4 modules per specialism** –focused on chosen specialist areas this is either Human Resources, Organisational Development or Learning & Development.





Senior People Professional Level 7 Apprenticeship

Our Approach

- Digital Interactive Webinars monthly training and support with set learning activities aligned to the core modules and specialisms within the standard.
- Coaching monthly coaching to guide the learner to completion and support with learning projects
- Communication is King: Three way progress reviews – (Learner, Line Manager, Lead Trainer) every 12 weeks via Zoom or Teams.
- Organisational benchmarking opportunities –providing the opportunity to benchmark internal processes and policies to external trends and developments across a variety of sector settings
- Return on Investment Agreement from the start of our implementation with you.
- Suite of Online Courses to Support Your Journey – providing support, guidance and learning around topics such as mental health, work life balance, resilience, mindset, physical health and fitness, career guidance and financial management
- End Point Assessment –Guidance and Preparation (in the event of further support and training in preparation for a potential re-sit or re-take, an additional cost to be agreed will be required outside of Levy funding)
- This apprenticeship is designed to prepare successful apprentices to meet the requirements for registration as a Chartered Member with CIPD.

Entry

Employers will set their own entry requirements, but it is expected that the individual would have worked with an operational role within the industry to start on this apprenticeship standard.

Duration

36 months
(this does not include EPA period).

Level

This apprenticeship standard is set at level 7.

Senior People Professional Level 7 Apprenticeship

Year One Digital Workshops Include:

- Employee lifecycle and the range of People Practices
- Organisational culture
- Business acumen and Organisational Strategy
- Measuring value and impact
- Technology and how it connects digital media to communication
- Change methodology
- Strategic workforce planning
- Diversity and inclusion
- Building coaching and mentoring capability
- Project management
- Worker voice

Year Two Modules depend on Learner Specialism. Either:

A) Organisational Development (OD)

- How to Critically Evaluate and apply models and measures of culture and behaviour in OD
- Organisational design theories, principles, models, structures, good work design and job design
- Organisation development theories, principles, models, tools, interventions and scenario planning
- Essential concepts of systems thinking

B) Learning and Development (LD)

- How to critically evaluate and apply theories, concepts and the value of learning, coaching and mentoring cultures.
- The psychology of learning as well as current and future trends in adult learning and motivation and how to integrate into an organisation's learning approach.
- Learning design principles and methods aligned to learning strategy.
- Complex facilitation techniques and when to use them

C) Human Resources (HR)

- Strategies and drivers of employee well-being and engagement and how to integrate into wider organisation approaches
- How to create remuneration and benefit approaches that are aligned to current and future organisation needs and market conditions such as equal pay
- Employment law, (including associated case law), different theories and perspectives on employee relations and employee body relationships, and the implications on people policies and practices.
- The impact of performance management approaches and how performance management data can be used to drive improvement.



Senior People Professional Level 7 Apprenticeship

Snapshot of Skills You Will Develop Include:

- How to design & Implement a range of people policies
- How to recognise the interventions an organisation needs to create the desired cultures and behaviours
- How to create and manage relevant budgets
- How to design and contribute to the formulation and shaping of the people strategy
- How to interpret and offer insight into data and metrics
- How to question accepted practice and articulate the need for change

Snapshot of Behaviours That Will be Developed:

- Be role models in ethical behaviour & practices and challenge decisions and actions that are not ethical
- Be able to demonstrate professional courage
- Be able to make a visible commitment to valuing people and enable people to have a meaningful voice in decisions that impact them
- Be able to actively create opportunities to learn
- Be able to take evidence based approaches to decision making
- Strategic and commercial mind-set to drive and enable change

On-programme (typically 36 months)	Training to develop the occupation standard's knowledge, skills and behaviours (KSBs). Training towards English and mathematics Level 2, if required. Compiling of a portfolio of evidence.
End-point assessment gateway	The employer must be content that the apprentice is working at or above the level of the occupational standard. Apprentices must have achieved English and mathematics at Level 2. Apprentices must submit a portfolio of evidence to their EPAO, which will underpin the professional discussion end-point assessment method. The EPAO should sign off the work-based project proposal's title and scope to confirm its suitability at the gateway
End-point assessment (typically 4 months)	Assessment method 1: Professional discussion underpinned by a portfolio of evidence With the following grades: Fail, Pass or Distinction Assessment method 2: Project proposal, presentation and questioning With the following grades: Fail, Pass or Distinction Performance in the EPA will determine the overall apprenticeship standard grade of: Fail, Pass or Distinction
Professional recognition	Aligns with recognition by: CIPD – Chartered Member

Senior People Professional Level 7 Apprenticeship

Knowledge

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.

K13: (OD) How to critically evaluate and apply models and measures of culture and behaviour in organisational development.

K14: (OD) Organisational design theories, principles, models, structures, good work design and job design.

K15: (OD) Organisation development theories, principles, models, tools, interventions and scenario planning.

K16: (OD) Essential concepts of systems thinking.

K17: (LD) How to critically evaluate and apply theories, concepts and the value of learning, coaching and mentoring cultures.

Senior People Professional Level 7 Apprenticeship

K18: (LD) The psychology of learning as well as current and future trends in adult learning and motivation and how to integrate into an organisations learning approach.

K19: (LD) Learning design principles and methods aligned to learning strategy.

K20: (LD) Complex facilitation techniques and when to use them.

K21: (HR) Strategies and drivers of employee well-being and engagement and how to integrate into wider organisation approaches.

Skills

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.

K22: (HR) How to create remuneration and benefit approaches that are aligned to current and future organisation needs and market conditions such as equal pay.

K23: (HR) Employment law, (including associated case law), different theories and perspectives on employee relations and employee body relationships, and the implications on people policies and practices.

K24: (HR) The impact of performance management approaches and how performance management data can be used to drive improvement.

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.

Senior People Professional Level 7 Apprenticeship

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.

S16: (OD) Select and apply organisation development models and measures and lead the implementation of different approaches to enable cultural development.

S17: (OD) Select, evaluate and apply appropriate design theories, principles, models, structures, for good work design and job design.

S18: (OD) Select, evaluate and apply appropriate organisation development theories, principles, models, tools (including scenario planning), to design and implement interventions.

S19: (OD) Apply appropriate systems thinking approaches to organisational development and design.

S20: (LD) Select, evaluate and apply appropriate theories and concepts to embed the value of learning, and to create a coaching and mentoring culture.

S21: (LD) Integrate appropriate current and future trends in adult learning and motivation into an organisation's learning approach, evaluating the effectiveness of the approach.

S22: (LD) Select and apply appropriate complex facilitation techniques to achieve the desired outcome.

S23: (LD) Select, evaluate and apply appropriate design principles and methods aligned to learning strategy.

S24: (HR) Select, evaluate and apply appropriate strategies to integrate employee well-being and engagement into wider organisation approaches.

S25: (HR) Select, evaluate and apply appropriate remuneration and benefit approaches which are aligned to current and future organisation needs and market conditions.

S26: (HR) Recognise, interpret and apply employment law, (including associated case law), and the implications on people policies and practices, ensuring the relationship between an organisation and its people is managed through transparent practices and relevant law whilst taking account of different theories and perspectives on employee relations.

S27: (HR) Select, evaluate and apply appropriate performance management approaches and use relevant data to drive improvement.



Senior People Professional Level 7 Apprenticeship

Behaviours

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, evidence 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.

Why Choose TESS?

- 2017 Ofsted Visit gave us a Good rating.
- Investors in People rated us Gold
- Won Apprenticeship Provider of the Year 2016 at the Apprenticeships4England Awards.
- We stand out from the industry as being a Learning & Development Provider with an MD that is CIPD qualified so the focus is definitely on learning!
- Learner & Employer Portal which shows real-time course progress plus allows learners to work on outstanding actions and attend E-learning sessions
- Reporting & Communication - the business has a dedicated Account Manager who is there to help with any queries. We also provide customised 24/7 live reporting to keep you up to speed with value from the apprenticeships.
- Tailored Marketing - we offer bespoke brochures and an online portal where interested learners can find out more about the qualifications. This marketing would have your business logo and input to it, to make it fit for purpose.
- Diverse Qualifications and training solutions for each person & department

For more information,
please call **01604 210 500**



We are the training experts





The TESS Group
28 Queensbridge
Rushmills, Northampton
NN4 7BF
01604 210 500
info@thetessgroup.com
www.thetessgroup.com

