Grading Amplification for EPA1 – Work-Based Project with Professional Discussion

KNOWLEDGE LEARNING OUTCOMES The L&D Consultant Business Partner will understand:			PASS CRITERIA	DISTINCTION CRITERIA
Technical Expertise	K1	Paradigms, theories and models that underpin effective adult learning, group behaviour and learning culture, for example behaviourism, cognitivism, constructivism, neuroscience	Reference at least 3 recognised theories or models that underpin effective adult learning in the formal business report and can provide evidence that the project used them.	Provide evidence of adaptations to the models, theories or paradigms to better support the specific project. Demonstrate further research and understanding. This may include comparing and contrasting different organisations with different learning cultures or contexts and/or applying thinking beyond the organisation; such as: consultation outside of the business.
	K5	Positively incorporating diversity and inclusion into L&D interventions and processes. Researching and applying current best practice in this area.	Articulate how relevant background research on regulatory and equality and diversity requirements was conducted. Describe why this is important. Provide evidence of researched and developed costed options or ideas for potential solutions. Give reasoned explanations as to their inclusion or rejection, including reference to consideration of equality and diversity requirements.	
	K6	Change management methodologies and	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements:	

		the principles of project management.	• Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Describe the considered and planned budgetary and resource requirements. Describes how the solution was implemented using appropriate project management and change management principles. Demonstrate how the project outcomes were implemented in a way that meant measurement of their success was possible.	
	K7	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.	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team. Show use of three appropriate consultancy and	Provides evidence that the project's outcomes result in a real and measurable business benefit/s or improvement/s. This may include evidence of: • improvement metrics • early indicators of ROI • feedback from stakeholders/learners Following implementation shows recommendations for future actions to ensure sustainable change.

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| | | | questioning techniques. The following tools can be used as examples and should be included as appendices to the formal business report: SWOT 5 Whys, brainstorming sessions organisational needs analysis. Articulate how the project was evaluated and the outcomes of the evaluation. Provide supporting evidence (in the appendix) of improvements to make next time.

Show the evaluation tools used compared against the criteria laid out by the stakeholders.

Demonstrate how the project outcomes were implemented in a way that meant measurement of their success was possible. | |

KNOWLEDGE LEARNING OUTCOMES The L&D Consultant Business Partner will understand:			PASS CRITERIA	DISTINCTION CRITERIA
Business and Understanding	K8	Their organisation's vision, mission, values, strategy, plans and stakeholders; its external market and sector and the opportunities and the challenges and issues it faces	Demonstrate that the project has a clear link between the business problem or requirements and the recommendations or solution delivered and provide evidence to show that the project was designed to meet them. Articulate in a formal business report an understanding of the organisation's vision,	Demonstrate further research and understanding. This may include comparing and contrasting different organisations with different learning cultures or contexts and/or applying thinking beyond the organisation; such as: consultation outside of the business.

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			mission, values, strategy, plans, stakeholders, customers and competitors and shows consideration of these with the project undertaken. Also articulate how relevant background research was conducted and why this is important. This may include consideration of: - business requirements - metrics - implications - L&D/industry developments	
	K9	How business, learning and HR key performance indicators and metrics build a clear picture of how the business is performing.	Demonstrate that the project has a clear link between the business problem or requirements and the recommendations or solution delivered and provide evidence to show that the project was designed to meet them. Articulate how relevant background research was conducted and why this is important. This may include consideration of: • business requirements • metrics • implications • L&D/industry developments	
	K10	The process of stakeholder mapping to define interactions with staff that are part of the learning needs analysis, design, delivery, and evaluation.	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation	

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				PASS	DISTINCTION
				• evaluation. Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team.	
		K11	How to measure the impact, return on investment/expectation of learning on the business.	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Demonstrate how the project outcomes were implemented in a way that meant measurement of their success was possible.	Provides evidence that the project's outcomes result in a real and measurable business benefit/s or improvement/s. This may include evidence of: • improvement metrics • early indicators of ROI • feedback from stakeholders/learners Following implementation shows recommendations for future actions to ensure sustainable change.

KNOWLEDGE LEARNING OUTCOMES The L&D Consultant Business Partner will understand:				PASS CRITERIA	DISTINCTION CRITERIA
L&D Function	K15		How to prepare, monitor and manage a budget	Describe the considered and planned budgetary and resource requirements.	Demonstrate that the project shows consideration of innovative and creative solutions to the problem based on a reasoned review of what fitted the requirements and budget best. This may include demonstrable cost savings.

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KNOWLEDGE LEARNING OUTCOMES The L&D Consultant Business Partner will understand:			PASS CRITERIA	DISTINCTION CRITERIA
Management Information and Technology	K16	The collection of data and information, both qualitative and quantitative, to analyse learning needs, implement effective delivery and measure outcomes and impact.	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Demonstrate that the project has a clear link between the business problem or requirements and the recommendations or solution delivered and provide evidence to show that the project was designed to meet them. Demonstrate that appropriate data and information was collected and that relevant data analysis was conducted as part of the project. This may include: • key performance indicators and metrics • benchmarking data • qualitative and quantitative data. Demonstrate how the project outcomes were implemented in a way that meant measurement of their success was possible.	Provides evidence that the project's outcomes result in a real and measurable business benefit/s or improvement/s, for example provides evidence of this through improvement metrics, early indicators of ROI, feedback from stakeholders/learners. Following implementation recommends future actions to ensure sustainable change.
	K17	How to identify sources, trends and anomalies in data/information.	Demonstrate that appropriate data and information was collected and that relevant data analysis was conducted as part of the project. This may include: • key performance indicators and metrics • benchmarking data	

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			qualitative and quantitative data.	

SKILLS LEARNING OUTCOMES The L&D Consultant Business Partner will be able to			PASS CRITERIA	DISTINCTION CRITERIA
L&D Consultancy	S1	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	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team.	
	S2	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	Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team.	

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	S3	Present a range of relevant and innovative solutions, logically and with credibility, to gain buy-in from senior stakeholders	Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team. Provide evidence of researched and developed costed options or ideas for potential solutions. Give reasoned explanations as to their inclusion or rejection, including reference to consideration of equality and diversity requirements.	
	S5	Initiate the design of interventions and monitor implementation	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Describes how they implemented the solution, using appropriate project management, and if relevant, change management principles to monitor. Demonstrate how the project outcomes were implemented in a way that meant measurement of their success was possible.	

SKILLS LEARNING OUTCOMES The L&D Consultant Business Partner will be able to			PASS CRITERIA	DISTINCTION CRITERIA
Developing a Learning Culture	S9	Influence management at all levels to collaborate and take responsibility for learning initiatives	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team.	During the project and the consultancy activities undertaken, show ability to actively influence up, down and across the organisation. In particular actively influence senior teams to action the project or support implementation of the solution. Refer to the causes of common problems with client-consultant relationships and ways of avoiding and addressing them Demonstrates that information is shared and productive. Show mutually supportive working relationships have been built and were established with colleagues inside and outside the L&D function to support the achievement of business goals and benefits.

SKILLS LEARNING OUTCOMES The L&D Consultant Business Partner will be able to	PASS CRITERIA	DISTINCTION CRITERIA

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Budget/ Resource Management	S12	Construct and manage an L&D budget/project/intervention, including managing the resources to effectively deliver	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements: • Analysis • Research • option development • consultation/ collaboration • implementation • evaluation. Describe the considered and planned budgetary and resource requirements.	Demonstrate that the project shows consideration of innovative and creative solutions to the problem based on a reasoned review of what fitted the requirements and budget best. This may include demonstrable cost savings.
	S13	Identify and analyse potential cost savings to ensure maximum value	Describe the considered and planned budgetary and resource requirements.	Provides evidence that the project's outcomes result in a real and measurable business benefit/s or improvement/s. This may include evidence of: • improvement metrics • early indicators of ROI • feedback from stakeholders/learners Following implementation shows recommendations for future actions to ensure sustainable change. Demonstrate that the project shows consideration of innovative and creative solutions to the problem based on a reasoned review of what fitted the requirements and budget best. This may include demonstrable cost savings.

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SKILLS LEARNING OUTCOMES The L&D Consultant Business Partner will be able to			PASS CRITERIA	DISTINCTION CRITERIA
Relationship management	S15	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	Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team. Articulate ability to use communication and interpersonal skills to support the achievement of outcomes and objectives in difficult or changing circumstances.	During the project and the consultancy activities undertaken, show ability to actively influence up, down and across the organisation. In particular actively influence senior teams to action the project or support implementation of the solution. Refer to the causes of common problems with client-consultant relationships and ways of avoiding and addressing them. Demonstrate further research and understanding. This may include comparing and contrasting different organisations with different learning cultures or contexts and/or applying thinking beyond the organisation; such as: consultation outside of the business. Demonstrate that information is shared and productive. Show mutually supportive working relationships have been built and were established with colleagues inside and outside the L&D function to support the achievement of business goals and benefits.
	S19	Employ a range of questioning and listening skills to generate brainstorming,	Show use of three appropriate consultancy and questioning techniques. The following tools can be used as examples and should be included as appendices to the formal business report: • SWOT	

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		discussion and debate, learning and decisions	• 5 Whys, • brainstorming sessions • organisational needs analysis.	

BEHAVIOUR LEARNING OUTCOMES **The L&D Consultant Business Partner will be able to demonstrate:**			**PASS CRITERIA**	**DISTINCTION CRITERIA**
Constant and Curious Learner	B2	Probing and inquiring to delve deeper into opportunities, options and solutions	Show use of three appropriate consultancy and questioning techniques. The following tools can be used as examples and should be included as appendices to the formal business report: • SWOT • 5 Whys, • brainstorming sessions • organisational needs analysis. Provide evidence of researched and developed costed options or ideas for potential solutions. Give reasoned explanations as to their inclusion or rejection, including reference to consideration of equality and diversity requirements.	Demonstrate that the project shows consideration of innovative and creative solutions to the problem based on a reasoned review of what fitted the requirements and budget best. This may include demonstrable cost savings.

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BEHAVIOUR LEARNING OUTCOMES The L&D Consultant Business Partner will be able to demonstrate:			PASS CRITERIA	DISTINCTION CRITERIA
Collaborative Partner	B5	They are a trusted partner, acting with integrity, ensuring that clients, partners and learners alike feel heard and confident in their ability to deliver.	Provide evidence of the problem being analysed during the project delivery. This should include demonstrating significant communication, collaboration and consultation with relevant business stakeholders to understand the requirements of the business or team. Can provide examples from the project that demonstrates them as a sound L&D expert within their team/organisation.	During the project and the consultancy activities undertaken, show ability to actively influence up, down and across the organisation. In particular actively influence senior teams to action the project or support implementation of the solution. Refer to the causes of common problems with client-consultant relationships and ways of avoiding and addressing them.

BEHAVIOUR LEARNING OUTCOMES The L&D Consultant Business Partner will be able to demonstrate:			PASS CRITERIA	DISTINCTION CRITERIA
Commercial Thinker	B7	They understand and apply the commercial context, realities and drivers behind learning needs and solutions	Demonstrate that the project has a clear link between the business problem or requirements and the recommendations or solution delivered and provide evidence to show that the project was designed to meet them. Articulate in a formal business report an understanding of the organisation's vision, mission, values, strategy, plans, stakeholders, customers and competitors and shows consideration of these with the project undertaken.	Provide examples during the professional discussion that demonstrate an understanding and insight that goes beyond the role. Proactively discuss and demonstrate a wider understanding of the challenges and issues facing organisations in the sector/business and how those impact on work.

			Describe the considered and planned budgetary and resource requirements. Provide evidence of researched and developed costed options or ideas for potential solutions. Give reasoned explanations as to their inclusion or rejection, including reference to consideration of equality and diversity requirements.	
	B8	They are focused on outcomes and impacts	Demonstrate that the project has a clear link between the business problem or requirements and the recommendations or solution delivered and provide evidence to show that the project was designed to meet them. Demonstrate how the project outcomes were implemented in a way that meant measurement of their success was possible. Articulate how the project was evaluated and the outcomes of the evaluation. Provide supporting evidence (in the appendix) of improvements to make next time. Show the evaluation tools used compared against the criteria laid out by the stakeholders When questioned clearly describe the detail of the project and the reasons for the decisions/actions taken in relation to the solution delivered. Articulate the links to business requirements.	Provides evidence that the project's outcomes result in a real and measurable business benefit/s or improvement/s. This may include evidence of: • improvement metrics • early indicators of ROI • feedback from stakeholders/learners Following implementation shows recommendations for future actions to ensure sustainable change. Demonstrate that the project shows consideration of innovative and creative solutions to the problem based on a reasoned review of what fitted the requirements and budget best. This may include demonstrable cost savings.
	B9	They develop ideas, insights and	Produce a formal business report that covers an end-to-end consultancy project process, including each of the key elements:	Demonstrates that information is shared and productive. Show mutually supportive working relationships have been built and were

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| | | solutions for defined business benefits | • Analysis
• Research
• option development
• consultation/ collaboration
• implementation
• evaluation.

Demonstrate that the project has a clear link between the business problem or requirements and the recommendations or solution delivered and provide evidence to show that the project was designed to meet them.

Articulate in a formal business report an understanding of the organisation's vision, mission, values, strategy, plans, stakeholders, customers and competitors and shows consideration of these with the project undertaken.

Provide evidence of researched and developed costed options or ideas for potential solutions. Give reasoned explanations as to their inclusion or rejection, including reference to consideration of equality and diversity requirements.

When questioned clearly describe the detail of the project and the reasons for the decisions/actions taken in relation to the solution delivered. Articulate the links to business requirements. | established with colleagues inside and outside the L&D function to support the achievement of business goals and benefits. |