

PEOPLE PROFESSIONAL

Key information

Reference: ST0238

Version: 1.3

Level: 5

Typical duration to gateway: 22 months

Typical EPA period: 3 months

Maximum funding: £11000

Route: Business and administration

Date updated: 28/09/2023

Approved for delivery: 18 August 2017

Lars code: 190

EQA provider: Ofqual

Details of the occupational standard

Occupation summary

This role can be found in organisations of any size, in any sector. In smaller organisations, this type of role is likely to have a broader remit. People Professionals play a key role in supporting the business to meet its strategic objectives by driving forward the People agenda. People Professionals are responsible for various activities from attracting, recruiting, developing, and retaining talent, managing payroll and benefits, supporting positive employee relations, and ensuring compliance with employment law.

The broad purpose of the occupation is to support the business to meet its objectives through the people agenda and relative initiatives. People expertise will be used to provide advice, views, and challenge to the business, enabling the role to be involved in a wide range of projects and tasks.

In their daily work, an employee in this occupation will give specific advice and coaching on the interpretation of applicable policies and employment law to the business. They will also support on people related elements of business projects. They will work with stakeholders inside the People function, internal stakeholders, and external stakeholders as appropriate.

An employee in this role will interact with various roles at differing levels of the organisation from within HR to other business areas. The ability to communicate, influence and negotiate is key whilst adopting evidence-based decision making.

An employee in this occupation could be responsible for supporting the business to deliver their objectives through development of a people plan. Making recommendations on what the business can or should do in specific situations. Supporting manager and leaders to implement their people strategies. Using data to provide insights into people trends and issues and creating solutions to deal with them. Maintaining knowledge of both internal and external environment and how this impacts role. Contributing to the review, design and update of any people policies and processes ensuring they are in line with legislative requirements. Keeping up to date with emerging thinking and people trends.

Typical job titles include:

Diversity and inclusion manager	Employee relations consultant	Hr business partner	Hr consultant partner
Hr generalist	Hr manager	Hr pay and reward	Organisation development consultant
Talent manager.	Wellbeing consultant		Rewards consultant

Occupation duties

DUTY	KSBS
Duty 1 Implement people strategies and equality objectives for the business.	K6 K10 K11 S9 S12 S14 S17 S18 S20 B1 B2 B4 B5 B6 B7 B9
Duty 2 Address people issues within your area of work, managing risks and creating innovative solutions.	K3 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21 S1 S3 S5 S6 S7 S10 S14 S16 S19 B1 B2 B4 B5 B6 B7 B8 B9
Duty 3 Develop and implement annual people plans and projects. Align to business and people strategies ensuring equity, diversity, and inclusion.	K1 K3 K5 K6 K7 K9 K10 K11 K13 K14 K15 K17 K19 K20 S5 S9 S14 S16 S17 B1 B2 B4 B5 B6 B7 B9
Duty 4 Maintain up to date people policies, ensuring developments in people practice are embedded.	K3 K5 K6 K10 K13 K16 S4 S6 S9 S10 S12 S13 S17 S19 B1 B2 B3 B4 B5 B6 B7 B9
Duty 5 Make and present evidence-based decisions for people solutions, drawing on and carrying out relevant research and utilising benchmarking data.	K6 K9 K11 K12 K13 K14 K15 K18 K19 K20 K21 K22 S3 S4 S6 S7 S10 S11 S12 S14 S18 B1 B2 B4 B6 B9
Duty 6 Provide advice, guidance, and training to the business on people related issues in line with business policies and employment law.	K2 K4 K5 K6 K7 K9 K11 K12 K13 K14 K15 K17 K18 K19 K21 S1 S3 S4 S7 S10 S12 S14 S16 S18 S19 B1 B2 B4 B6 B7 B8 B9
Duty 7 Develop and maintain inclusive relationships with internal stakeholders to influence and support their people requirements.	K6 K8 K10 K11 K17 K19 S1 S2 S5 S13 S16 B1 B2 B4 B5 B8 B9
Duty 8 Contribute to workforce design and succession planning, identifying future trends and issues across the organisation.	K1 K2 K5 K6 K12 K15 K19 K21 K22 S6 S9 S10 S17 B1 B2 B3 B4 B5 B6 B8 B9
Duty 9 Contribute to the ongoing success and growth to their organisation by providing insight on people related issues.	K3 K6 K7 K9 K12 K13 K14 K15 K17 K18 S1 S3 S4 S6 S7 S10 S12 S15 S18 B1 B2 B4 B5 B6 B9
Duty 10 Evaluate impact of people policies and procedures on the organisation, its culture, and its people.	K1 K4 K6 K7 K8 K9 K10 K11 K12 K19 K20 K22 S2 S3 S4 S5 S12 S13 S14 S15 S18 S20 B1 B2 B3 B4 B5 B6 B8 B9
Duty 11 Lead people development such as talent management, coaching and mentoring arrangements, for their organisation.	K1 K3 K6 K10 K11 K16 K17 K18 K20 S1 S5 S7 S8 S12 B1 B2 B3 B4 B6 B7 B9
Duty 12 Support the improvement of the agility and productivity of workforces and organisations, to enable innovation and collaborative working using technology.	K1 K2 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K19 K20 K21 K22 S1 S4 S5 S6 S10 S11 S12 S13 S14 S15 S17 S18 S20 B1 B2 B3 B4 B5 B6 B9

Duty 13 Enable the 3 pillars of sustainability (Economy, Society and Environment) and social value.

K6 K14 K22

S16

B3 B4 B6

KSBS

Knowledge

K1: Internal and external sources of data for people management.

K2: People systems and how they are utilised for business value.

K3: People operating models and theories for different business types. e.g., small or large, private or public.

K4: Functions within the people profession, and how each deliver for the business.

K5: Business aims and objectives, and how their work contributes to them.

K6: Evolution of the people professional industry and the current role.

K7: Sources of specialist HR expertise and or guidance for people issues including ethics.

K8: Regulatory requirements such as data protection, confidentiality, data management, for the handling and processing of data, and its application.

K9: Employment legislation and policies.

K10: Problem solving, and decision-making techniques.

K11: Project management practices, and techniques.

K12: Emerging digital trends, and how these can be embedded in people practice.

K13: Commercial and budgetary implications of people management.

K14: Commercial awareness of the business, and the external environment which it operates within.

K15: Prioritisation tools and techniques e.g., priority matrix.

K16: Internal and external sources of data for benchmarking.

K17: Negotiation and influencing models and techniques.

K18: Communication techniques for interacting with stakeholders including appropriate presentation techniques.

K19: Approaches and practices of equity, diversity, and inclusion.

K20: Approaches to employee wellbeing.

K21: Data analysis techniques.

K22: Current practices and developments in the sector in achieving sustainable people operations.

Skills

S1: Communicate information through appropriate channels to enable key stakeholders to understand what is required.

S2: Build and manage multiple and diverse stakeholder's relationships.

S3: Advise on application of policy, regulation, and law for HR issues.

S4: Use data and metrics to mitigate areas of risk and highlight opportunities.

S5: Negotiate with and influence stakeholders to support achievement of business and organisation objectives.

S6: Present insight and conclusions on workforce issues or people process failures.

S7: Enable stakeholders to deliver people solutions. e.g., through negotiation, providing guidance.

S8: Lead and improve people capability within the business.

S9: Manage and deliver people related business and change projects.

S10: Handle and process people data according to legislative requirements.

S11: Embed organisational people policy to promote a diverse and inclusive culture with stakeholders.

S12: Analyse financial implications of people solutions ensuring value for money.

S13: Support the delivery of people strategies using technology and innovation in accordance with regulations and policies.

S14: Make decisions on people policy and issues raised, escalating concerns outside own area of responsibility.

S15: Use prioritisation tools e.g., priority matrix to manage workload, and deliver against business objectives.

S16: Challenge matters which conflict with ethical values or legislation.

S17: Contribute to the development of people policies and procedures or people initiatives.

S18: Interpret people and management data, from both internal and external sources to identify trends.

S19: Educate and support stakeholders to deal with wellbeing issues.

S20: Benchmark to improve people policies and procedures, or people initiatives.

Behaviours

B1: Motivated and resilient to challenging situations.

B2: Work flexibly and adapts to circumstances.

B3: Seek learning opportunities and continuous professional development, incorporating them into their work.

B4: Act in a professional manner with integrity.

B5: Work collaboratively with others across the organisation and external stakeholders.

B6: Take personal responsibility for and promote sustainable working practices.

B7: Encourage a diverse and inclusive culture.

B8: Takes personal responsibility for and promotes wellbeing.

B9: Role model ethical behaviour, and practices, and challenge decisions, and actions that are not ethical.

Qualifications

English and Maths

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Other mandatory qualifications

L5 Associate Diploma in People Management. On programme the apprentice must complete 2 core units 5CO01 and 5CO02, 3 specialised units 5HR01, 5HR02 and 5HR03 plus 1 optional unit from 5OS01, 5OS02, 5OS03, 5OS04, 5OS05, 5OS06 or 5OS07. Unit 5CO03 must not be completed on programme as it is the integrated module.

Level: 5

Ofqual regulated

The final module of the qualification, 5CO03 Professional behaviours and valuing people is mapped to the apprenticeship EPA assignment assessment method and corresponding KSBs. An apprentice may not therefore have completed the assignment from unit 5CO03 from the L5 Associate diploma in People management before the gateway. In the unlikely event that an apprentice may have achieved a marking award for this unit prior to starting the apprenticeship, this would exclude them from undertaking the apprenticeship. Any person who believes they have prior learning is advised to check their eligibility for the apprenticeship via gov.uk website for apprenticeships initial assessment to recognise prior learning.

Professional recognition

This standard aligns with the following professional recognition:

- Chartered Institute of Personnel and Development for Associate Member

Version log

Version	Change detail	Earliest start date	Latest start date	Latest end date
1.3	Occupational standard, end-point assessment plan and funding band revised.	28/09/2023	Not set	Not set
1.2	Standard revised	07/03/2023	27/09/2023	Not set
1.1	The funding band for this standard has been reviewed as part of the apprenticeship funding band review. The new funding band is £7000. Typical duration changed from 36 months to 19 months on 30/05/2022	05/07/2019	06/03/2023	Not set
1.0	Approved for delivery	18/08/2017	04/07/2019	Not set

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