

September 2016

# INTERMEDIATE LEVEL SPECIFICATION **HUMAN RESOURCES**



# DEVELOPING PROFESSIONAL PRACTICE



## PURPOSE AND AIM OF UNIT

This unit is designed to enable the learner to develop a sound understanding of the knowledge, skills and behaviours required by Human Resources (HR) professionals, whether in a generalist or specialist role, and as described in the CIPD Profession Map. The unit embraces the 'thinking performer' perspective and covers the competencies needed by the HR professional in a personal capacity, when collaborating and working with others, and when functioning efficiently and effectively in an organisational context. It will enable learners to assess their own strengths and identify a Continuing Professional Development (CPD) plan, based on the capabilities required for ethical, business-focused and interpersonal professional conduct.

Unit title	Developing Professional Practice
Level	5*
Credit value	4
Unit code	5DVP

\* QCF Level 5 in England, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand what is required to be an effective and efficient HR professional.
- Be able to perform efficiently and effectively as an HR professional.
- Be able to apply CPD techniques to construct, implement and review a personal development plan.



# BUSINESS ISSUES AND THE CONTEXTS OF HUMAN RESOURCES



## PURPOSE AND AIM OF UNIT

Human Resources (HR) professionals need to understand key developments in the business and external contexts within which HR operates. This unit enables learners to identify and review the business and external contextual factors affecting organisations and to assess the impacts of these factors on the HR function. The unit also examines HR's role in strategy formulation and implementation. The unit is designed to encourage learners to adopt a critical perspective of these contexts and to provide workable organisational and HR solutions to address them.

Unit title	Business Issues and the Contexts of Human Resources
Level	5*
Credit value	6
Unit code	5CHR

\* QCF Level 5 in England, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand the key contemporary business issues and main external factors affecting different organisations and the impact on HR.
- Understand how organisational and HR strategies and practices are shaped and developed.
- Know how to identify and respond to changes in the business environment.



# USING INFORMATION IN HUMAN RESOURCES



## PURPOSE AND AIM OF UNIT

Human Resources (HR) professionals need to be able to present a viable and realistic case for improvement based on sound work-based research and an understanding of what is considered good practice. This core unit develops the skills of research and enquiry in order to enable learners to identify appropriate data sources to support an investigation into an area of HR practice and to synthesise and apply this data, to evaluate the role of HR in business and strategy formulation and implementation, and to prepare and present a business case for improvement.

Unit title	Using Information in human resources
Level	5*
Credit value	4
Unit code	5UIN

\* QCF Level 5 in England, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand the research process and different research approaches.
- Be able to conduct a critical review of information sources in an area of HR/business practice and analyse the findings.
- Be able to draw meaningful conclusions and evaluate options for change.
- Know how to deliver clear, business-focused reports on an HR issue.



# RESOURCING AND TALENT PLANNING



## PURPOSE AND AIM OF UNIT

A fundamental part of the Human Resource (HR) management role is concerned with the mobilisation of a workforce, taking responsibility for ensuring that the organisation is able to access the skills it needs at the time and in the places that it needs them to drive sustained organisation performance. This involves attracting, retaining and, from time to time, managing the departure of staff from the organisation. Achieving this requires insight-driven strategic and operational activity. Organisations are obliged to compete with one another to secure the services of a workforce in labour markets that are continually evolving. One of the major aims of this unit is thus to introduce learners to the strategic approaches that organisations take to position themselves as employers in the labour market and to plan effectively so that they are able to meet their current and anticipated organisational skills needs. Another is to introduce the key operational tools, techniques and practices that organisations use to resource their organisations effectively. These encompass recruitment, selection, workforce planning, staff retention, succession planning, retirement and dismissal processes. The purpose of this unit is to provide an overview of the way different organisations are managing these activities and which are the most effective in the context of diverse and distributed locations.

Unit title	Resourcing and talent planning
Level	5*
Credit value	6
Unit code	5RST

\* QCF Level 5 in England, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand key contemporary labour market trends and their significance for workforce planning.
- Be able to undertake talent planning and recruitment activities.
- Understand how to maximise employee retention.
- Know how to manage dismissal, redundancy and retirement effectively and lawfully.



# EMPLOYMENT LAW



## PURPOSE AND AIM OF UNIT

Recent decades have seen a substantial increase in the extent to which the employment relationship in the UK, Ireland and the EU is regulated through employment legislation. As a result, human resources (HR) professionals are now obliged to take account of legal requirements in different jurisdictions when carrying out many central aspects of their role. They are also obliged to take responsibility for the defence and settlement of claims lodged with employment tribunals by aggrieved employees or former employees. The purpose of this unit is to introduce the major areas of employment legislation and the employment law system, focusing in particular on ways in which day-to-day HR activities are subjected to some form of regulation. The unit is intended to provide an overview, rather than to focus in detail on the operation of specific employment laws, for those who need to understand and be able to evaluate emerging developments in the management of the employment relationship in local and international jurisdictions.

Unit title	Employment law
Level	5*
Credit value	6
Unit code	5EML

\* QCF Level 5 in England, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand the purpose of employment regulation and the way it is enforced in practice.
- Know how to manage recruitment and selection activities lawfully.
- Know how to manage change and reorganisation lawfully.
- Know how to manage issues relating to pay and working time lawfully.
- Be able to ensure that staff are treated lawfully when they are at work.
- Know how to manage performance and disciplinary matters lawfully.



# MANAGING AND CO-ORDINATING THE HUMAN RESOURCES



## PURPOSE AND AIM OF UNIT

The purpose of this unit is to introduce learners to human resources (HR) activity and to the role of the HR function in organisations in general terms. It focuses on the aims and objectives of HR departments in contemporary organisations and particularly on the ways that these are evolving. Different ways of delivering HR objectives and emerging developments in the management of the employment relationship are explored as well as the methods that can be used to demonstrate that the function adds value for organisations. The unit also aims to inform learners about published research evidence linking HR activity with positive organisational outcomes. The case for professionalism and an ethical approach to HR is introduced, as is the role played by HR managers in facilitating and promoting effective change management.

Unit title	Managing and co-ordinating the human resources
Level	5*
Credit value	6
Unit code	5HRF

\* QCF Level 5 in England, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- Are working in or are seeking to develop a career in L&D.
- Aim to explore the role of learning and development in developing corporate leaders and managers.
- Aim to extend their knowledge of methods for ensuring the success of leadership and management development programmes.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand the purpose and key objectives of the HR function in contemporary organisations.
- Understand how HR objectives are delivered in different organisations.
- Understand how the HR function can be evaluated in terms of value added and organisation performance.
- Understand the relationship between organisational performance and effective HR management and development.



# DEVELOPING LEADERSHIP AND MANAGEMENT



## PURPOSE AND AIM OF UNIT

Effective leadership and management is broadly acknowledged to be essential to organisation effectiveness and success. Hence leadership and management development is a critical component of learning and development (L&D) practice. The purpose of this unit is therefore to enable learners to understand and analyse the role of L&D in leadership and management development. This will include examining differences between leadership and management. The key roles and tasks of corporate leaders and managers will be covered. The focus of the unit will then shift to the design of leadership and management development interventions. The role of the learning and development function will be explored. The unit will also include a discussion of the key principles for ensuring the success of leadership and management development programmes.

Unit title	Developing Leadership and Management Skills
Level	5*
Credit value	6
Unit code	5LMS

\* RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand the distinction between leadership and management.
- Be able to explain different approaches to developing leaders and managers and the role of the learning and development function.
- Understand how to ensure the ownership and success of leadership and management development programmes.





# EMPLOYEE ENGAGEMENT



## PURPOSE AND AIM OF UNIT

This unit is intended to provide learners with a broad understanding of what is meant by employee engagement, including how it can be linked to and yet be distinguished from other related concepts. It covers the components of employee engagement and the processes through which high levels of engagement can be secured and sustained within an organisation, with special reference to the comprehensive application of human resources (HR) policies, strategies and practices. The unit also introduces the learner to the principles of and applications for high-performance working (HPW).

Unit title	Employee Engagement
Level	5*
Credit value	6
Unit code	5ENG

\* RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

## THIS UNIT IS SUITABLE FOR PERSONS WHO:

- Seek to develop a career in HR management and development
- Are working in the field of HR management and development and need to extend their knowledge and skills
- Have responsibility for implementing HR policies and strategies
- Need to understand the role of HR in the wider organisational environmental context.

## LEARNING OUTCOMES

On completion of this unit, learners will:

- Understand the concept and components of employee engagement and evidence showing its contribution to achieving business outcomes.
- Understand the importance of employee engagement as a contributor to positive corporate outcomes.
- Know how to implement HR strategies and practices to raise levels of employee engagement in a specific organisational context.

