

Unit 9: Human Resource Management for Service Industries

Unit code: J/601/1756

QCF level: 5

Credit value: 15

- **Aim**

This unit enables learners to gain understanding of human resource management, employee relations and employment law, recruitment and selection, and training and development in service industries.

- **Unit abstract**

This unit looks at the key elements in human resource management.

Learners will investigate employment law and how it affects service industries businesses. They will also investigate the current state of employee relations in service industries.

Learners will examine the practicalities of the recruitment and selection process in order to develop the skills required to effectively administer this human resources function.

Learners will investigate training and development in service industries businesses to determine the contribution they make to an effective business.

Learners must ensure that their evidence relates to the hospitality industry.

- **Learning outcomes**

On successful completion of this unit a learner will:

- 1 Understand human resource management
- 2 Understand the effect of employee relations and employment law on service industries businesses
- 3 Understand the recruitment and selection process
- 4 Understand training and development in service industries businesses.

Unit content

1 Understand human resource management

Human resource management: concept of human resource management (HRM) eg planning and forecasting, recruitment process, contracts of employment, deployment and monitoring of employees, training and development, budget monitoring, relationships; role and purpose of HRM, soft HRM, hard HRM

Human resource planning: planning eg the creation of the human resource plan, analysing demand and supply, internal and external factors influencing human resource planning, human resource planning in a changing environment

2 Understand the effect of employee relations and employment law on service industries businesses

Employee relations: unionisation eg structure, culture, collective bargaining, negotiation, consultation; employee participation, involvement and conflict management, empowerment; grievance procedures, disciplinary procedures

Employment law: employment legislation eg Employment Relations Act, Employment Rights Act; equal opportunities; contracts of employment including termination eg resignations, redundancy procedure, ill health retirements, retirement, dismissal, maternity and paternity rights, parental leave; tribunals, Advisory, Conciliation and Arbitration Service (ACAS)

3 Understand the recruitment and selection process

Recruitment: effects eg factors affecting the labour market, organisational needs analysis, job analysis, job design, organisational needs, job descriptions, person specifications, methods of recruitment advertising

Selection: process eg selection methods and practices, barriers to effective selection, evaluating recruitment and selection processes, application form design, applicant information packs, shortlisting, interview methods, interviewing skills

4 Understand training and development in service industries businesses

Training and development: effects eg link between induction programmes and training, the role and need for training, training versus development debate, types of training and development activities, training needs analysis, use of appraisals and target setting, benefits of training and development, barriers and attitudes to training, competency-based training, evaluation of training against overall organisational objectives

Learning outcomes and assessment criteria

Learning outcomes On successful completion of this unit a learner will:	Assessment criteria for pass The learner can:
LO1 Understand human resource management	1.1 analyse the role and purpose of human resource management in a selected service industry 1.2 justify a human resources plan based on an analysis of supply and demand for a selected service industry business
LO2 Understand the effect of employee relations and employment law on service industries businesses	2.1 assess the current state of employment relations in a selected service industry 2.2 discuss how employment law affects the management of human resources in a selected service industry business
LO3 Understand the recruitment and selection process	3.1 discuss a job description and person specification for a selected service industry job 3.2 compare the selection process of different service industries businesses
LO4 Understand training and development in service industries businesses	4.1 assess the contribution of training and development activities to the effective operation of a selected service industry business

Guidance

Links

This unit links with *Unit 10: Work-based Experience*.

This unit maps to the following Management NVQ units:

- B8: Ensure compliance with legal, regulatory, ethical and social requirements
- B11: Promote diversity in your area of responsibility
- D3: Recruit, select and keep colleagues
- D7: Provide learning opportunities for colleagues.

Essential requirements

This unit is best delivered as a stand-alone unit, as much of the information needed is specific and technical, although learners must be encouraged to bring their own experiences of employment into the classroom.

A practical approach must be adopted, where learners are encouraged to seek their own evidence from businesses with which they are in contact. Note that an independent approach is vital for learners to achieve the higher grade. Where examples are given from the business, learners must be coached to identify both practical issues, eg levels of staff sickness and theoretical issues such as models for motivating staff.

Many large businesses are able to provide case studies that include organisational structures and many of these can be downloaded from the internet.

Employer engagement and vocational contexts

Given that learners need to gather information that may be sensitive for many businesses, tutors must ensure that contacts are made well in advance with businesses that are prepared to co-operate, to give learners the best opportunity to carry out their research.

The centre's own personnel manager (or equivalent) or a representative from the local authority would be a good guest speaker to give learners a background in human resource management practices.