



Higher National Unit specification: general information

Unit title: Accommodation: Staff Recruitment, Retention and Training

Unit code: FW5L 35

Superclass: AJ

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Unit purpose

At the heart of any business are the people it employs. Select the right people, manage them well and train them to utilise their skills effectively, and you have a solid business team that will work effectively and efficiently.

Recruitment, retention and training are the three sides of the same triangle; and without one side, the entire triangle collapses. If the accommodation business doesn't recruit well, the business will struggle. If the business recruits well, but cannot hold onto its staff, then standards suffer and the team becomes demoralised. If you recruit well, but don't train, staff will leave, standards will fall and again the business will struggle. Get all three correct, the business will be more efficient, staff will be more motivated and the guests, and profits, will benefit.

This Unit has been designed in a way that the learner understands that the three processes are very much interlinked and interdependent. The Unit explores effective recruitment, staff management, retention techniques and how to structure training programmes.

On completion of the Unit the candidate should be able to:

- 1 Evaluate recruitment and selection techniques.
- 2 Evaluate retention strategies.
- 3 Evaluate different training models.
- 4 Develop a training session.

Recommended prior knowledge and skills

It is anticipated that candidates will be employed, paid or voluntary, within an organisation in a hospitality setting. It is recommended that candidates have experience gained at a supervisory or management level and be confident in their use of words and numbers.

General information (cont)

It would also be helpful if the candidate had current working knowledge of employment legislation. If the candidate is not in employment, it is recommended that they have experience of the sector to which this Unit relates, experience of the subject matter covered within the Unit and be confident in their use of words and number.

Credit points and level

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Core Skills

Achievement of this Unit gives automatic certification of the following:

Complete Core Skills None

Core Skill component Critical Thinking at SCQF level 6

There are also opportunities to develop aspects of Core Skills which are highlighted in the Support Notes of this Unit Specification.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Higher National Unit specification: statement of standards

Unit title: Accommodation: Staff Recruitment, Retention and Training

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Evaluate recruitment and selection techniques.

Knowledge and/or Skills

- ◆ Models of staff employment
- ◆ Sources of labour
- ◆ Job role development
- ◆ The recruitment process

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ analyse and critically evaluate recruitment and selection techniques in a way that is relevant to an accommodation business
- ◆ evidence should include three models of staff employment and three sources of labour. job role development and the recruitment process should follow a linear approach.

Outcome 2

Evaluate retention strategies.

Knowledge and/or Skills

- ◆ Retention strategies
- ◆ Labour turnover, factors and costs
- ◆ Workplace empowerment
- ◆ Appraisal practices

Higher National Unit specification: statement of standards (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ analyse and critically evaluate retention strategies in a way that is relevant to an accommodation business
- ◆ evidence should include a minimum of three retention strategies, calculation of both labour turnover and labour turnover costs, benefits of an empowered work team and a minimum of two reasons to appraise.

Outcome 3

Evaluate different training models.

Knowledge and/or Skills

- ◆ Reasons for training
- ◆ Training needs
- ◆ Factors which contribute to effective training
- ◆ Learning styles
- ◆ Training delivery models

Evidence Requirements

Outcomes 3 and 4 should be assessed together, please see the Evidence Requirements at the end of Outcome 4.

Outcome 4

Develop a training session.

Knowledge and/or Skills

- ◆ Training session parameters, content, delivery, and assessment method
- ◆ Training session structure
- ◆ Impact of training

Higher National Unit specification: statement of standards (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

Evidence Requirements for Outcomes 3 and 4

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ identify a minimum of three reasons for training in the workplace
- ◆ identify a minimum of three training needs
- ◆ analyse a minimum of two factors that contribute to effective training
- ◆ identify a minimum of three learning styles
- ◆ evaluate the effectiveness of a minimum of three training delivery models
- ◆ determine suitable parameters, content, delivery and assessment method to develop a training session
- ◆ determine a suitable structure for the training session
- ◆ evaluate the impact of training on a minimum of two areas.

Higher National Unit specification: support notes

Unit title: Accommodation: Staff Recruitment, Retention and Training

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

Outcome 1

Examples of areas that could be covered in the Knowledge and/or Skills for this Outcome are given below:

- ◆ Models of staff employment:
 - full time
 - part time
 - casual
 - minimum hours contract
 - flexible working contract
 - agency staff
- ◆ Sources of labour:
 - open recruitment
 - job centre plus
 - family and friends
 - colleges and universities
 - overseas workers
 - agencies
- ◆ Job role development:
 - job title
 - department
 - reporting structure
 - key areas of responsibility
 - job Outcomes and performance measures
 - qualities/qualifications/experience required
 - desired person attributes
- ◆ The recruitment process:
 - job role
 - person specification
 - hours
 - pay
 - place of work
 - interview process
 - application procedure
 - closing date

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

- Structured interviews:
 - pre interview preparation
 - CV analysis
 - question scoping
 - determining selection criteria
 - welcome and introduction
 - role of ice-breakers
 - job role explanation
 - seeking information about the applicant
 - open questions techniques
- Interview feedback:
 - processing interview feedback
 - selecting against criteria
 - dealing with interview bias
- Offers of employment:
 - start date
 - place of work
 - salary/wage
 - conditions of employment
 - probation period
 - subject to references
 - training requirements
 - acceptance procedure

Outcome 2

Examples of areas that could be covered in the Knowledge and/or Skills for this Outcome are given below:

- ◆ Retention strategies:
 - cost benefit analysis
 - labour force stability
 - improved operation standards
 - training impact
- ◆ Labour turnover, factors and costs:
 - historic information
 - peaks, troughs and patterns
 - exit interview information
 - manage exit interviews/exit interview content:
 - reasons for leaving
 - satisfaction level
 - wage/salary satisfaction
 - training and development satisfaction

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

- management satisfaction
- employer satisfaction
- return possibilities
- Recording exit interview feedback
- Using exit interview feedback
- Calculate labour turnover and attribute cost:
 - labour turnover calculating (leavers/workforce x 100)
 - stability calculation etc
 - identifying labour turnover costs
 - recruitment costs
 - lost productivity
 - loss of customer satisfaction
 - training costs
 - declining standards
 - declining morale
 - labour turnover benefits
- Manage labour turnover and retention issues:
 - identifying labour issues
 - morale satisfaction gauge
 - develop workforce relations
 - develop intervention strategies
- Workplace empowerment:
 - scoping job role parameters
 - delegating authority
 - lines of communication and authority
- Analyse issues in empowerment:
 - benefits and problems with empowerment
 - empowered job role descriptors
 - empowered job role responsibilities
 - empowerment and training and development
- Manage an empowered team:
 - working with empowered Outcomes
 - feedback and empowerment
 - dealing with a blame culture
 - setting empowerment parameters
- Appraisal practices:
 - reasons to appraise
 - training and development

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

- promotion
 - motivation
 - relationship building
 - performance management
 - early intervention on issues
 - better understanding of workforce issues
 - committing the workforce to appraisals
- Analyse the appraisal structure:
- Pre appraisal preparation:
- select appropriate appraisal setting
 - time and appraisals
 - committing to appraisals
 - setting appraisal questions
 - recording information
 - setting targets
 - agree actions and Outcomes
 - agree review period
- Describe the target setting process in appraisals:
- Specific
 - Measurable
 - Accurate/Achievable
 - Realistic
 - Time-bound

Outcome 3

Examples of areas that could be covered in the Knowledge and/or Skills for this Outcome are given below:

- ◆ Reasons for training
 - improve communication
 - improve skills
 - meet health and safety requirements
 - meet legislative requirements
- ◆ Training needs
 - business need
 - employee need
 - corrective training
 - development training

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

- ◆ Factors which contribute to effective training:
 - understanding learner styles
 - setting clear objectives

- ◆ Learning styles:
 - activist
 - reflector
 - theorist
 - pragmatist

- ◆ Training delivery models:
 - pedagogical and andragogical theory
 - one to one
 - role play
 - simulation
 - lecture
 - seminar
 - workshop
 - games
 - demonstrations
 - audio visual equipment
 - self directed learning
 - online learning

- One to one training:
 - identifying individual need
 - planning one to one training sessions
 - effective question techniques
 - training assessment
 - feedback

- Group training:
 - benefits of group training
 - questioning techniques for group training
 - developing inclusive training techniques
 - developing trainer confidence
 - group training structure
 - group training feedback

- Training and performance management:
 - linking training with performance management
 - linking training with appraisals
 - linking training with business performance

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

- Standard operating procedures (sop):
 - understand Standard Operating Procedures
 - setting SOP parameters
 - how to write SOPs
 - Using SOP's as a training tool

Outcome 4 — Develop a training session

- ◆ Training session parameters, content, delivery and assessment method:
 - parameters
 - content
 - Outcomes
 - timing
- ◆ Training session structure:
 - opening
 - timing
 - summary

 - delivery methods
 - role play
 - simulation
 - lecture
 - seminar
 - workshop
 - games
 - demonstrations
 - self directed learning
 - online learning

 - review outcomes
 - assess understanding/evaluation
 - feedback
 - close
- ◆ Impact of training:
 - with learners
 - with management
 - against targets
 - business impact

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

Guidance on the delivery of this Unit

This Unit is part of the Professional Development Award in Accommodation Management and as such, the skills and knowledge developed should reflect the accommodation environment. Where possible, candidates should draw from their own experiences of working in the accommodation sector in a known business environment, or on how implementing what they have learnt could have impact in a known business environment.

Candidates are encouraged to speak to individuals within and, where possible, out with their organisation on issues related to this Unit.

It is recommended that that this Unit could be delivered along with the Unit *DN75 34: Individual Employment Relations: Law*.

Guidance on the delivery and assessment of this Unit

The assessment of this Unit could be delivered in two different types of assessment task, one which tests underpinning knowledge and one which applies that knowledge to case studies or workplace situations.

Since the Component of Critical Thinking at SCQF Level 6 is embedded in this Unit, it is strongly recommended that you follow the assessment guidelines given. If you wish to use a different assessment model, you should seek prior verification of the assessment instrument(s) you intend to use to ensure that the Core Skill is still covered.

Online and Distance Learning

This Unit could be delivered in a flexible learning environment, such as online, open and or distance learning. Success of the mode of study will depend on the candidate having access to both tradition and online resources.

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

Opportunities for developing Core Skills

Core Skills	Level 3	Level 4	Level 5	Example
Communication				
Oral Communication		x		Interview questioning, careful use of language to elicit the required responses. Secondary questioning development to confirm statements.
Written Communication (Reading)			x	Reading employment contracts, seeking relevant information and ensuring compliance with a range of areas: law, business need and employee need.
Written Communication (Writing)		x		The candidate is expected to develop a written training programme detailing the specific areas within Outcome 4. Careful use of language and structure is expected.
Information and Communication Technology				
Accessing Information		x		Careful use of internet resources such as human resource management websites. Using ICT is expected as part of this Unit.
Providing/Creating Information			x	Use of ICT to develop a training programme is anticipated as part of this Unit. Use of data, diagrams, pictures, written tests etc is all possible within the Unit. ICT may play a key role in the development of said information.
Numeracy				
Using graphical Information		x		Identifying labour turnover issues utilising a range of resources is required for the Unit. It is possible that the information sought could be presented into graphical charts (pie, bar, scatter) to represent specific issues within the business.
Using Number		x		Calculation of labour turnover using a range of different sources and calculations is required for this Unit.

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Staff Recruitment, Retention and Training

Problem Solving				
Critical Thinking			x	Critical evaluation of finance, contracting and labour models will be apparent within this Unit. Evidence of careful labour model thought, costs, outputs, inputs and business impact should also be available.
Planning and Organising		x		Organising a range of different activities such as recruitment, or planning a training session, will be apparent within this Unit.
Reviewing and Evaluating		x		Reviewing and evaluating employment options, candidate suitability, training Outcomes are all evident from within this Unit.
Working with Others				
Working Co-Operatively with Others			x	Working on recruitment for example will require that specific person spec, job role, budget, conditions etc will need to be agreed with a range of people (some at differing organisation levels). Agreeing employment terms with new employees may also provide evidence for this Core Skill at this level.
Reviewing Co-Operative Contribution		x		Successful impact of the recruitment process on the business.

This Unit has the Problem Solving component of Critical Thinking embedded in it. This means that when candidates achieve the Unit, their Core Skills profile will also be updated to show they have achieved Critical Thinking at SCQF level 6.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements

History of changes to Unit

Version	Description of change	Date
02	Core Skills Component Critical Thinking at SCQF level 6 embedded.	28/11/11

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General information for candidates

Unit title: Accommodation: Staff Recruitment, Retention and Training

At the heart of any business are the people it employs. Select the right people, manage them well and train them to utilise their skills effectively, and you have a solid business team that will work effectively and efficiently.

Recruitment, retention and training are the three sides of the same triangle; without one side, the entire triangle collapses. If the accommodation business doesn't recruit well, the business struggles. If the business recruits well, but cannot hold onto its staff, then standards suffer and the team become demoralised. If you recruit well, but don't train, staff will leave, standards will fall and the business struggles. Get all three right, the business is more efficient, staff are more motivated and the guests, and profits, benefit.

This Unit is designed to enable you to:

- 1 Evaluate recruitment and selection techniques.
- 2 Evaluate retention strategies.
- 3 Evaluate different training models.
- 4 Develop a training session.

This Unit breaks down the recruitment process so that you can manage all aspects of the recruitment process. By doing so, you will make informed choices when recruiting and the business, team and customers will benefit.

Once the team has been recruited, it is important that the team are retained. Not only is it better for staff morale to have a stable team, it also reduces recruitment and training costs and improves productivity.

Empowerment has been around for a while, and, when introduced correctly, can be a very effective way to improve staff morale, improve standards and productivity and reduce micro-management. This part of the Unit looks at some empowerment theory and gives practical information on how best to create an empowered team and how you can effectively manage and appraise an empowered team.

The final part of the triangle is training, and the Unit explores different training models, ideas and resources you can use to develop training sessions. As an Outcome from the Unit, you will be expected to write a short training programme using the skills and knowledge the Unit will give you.

Three sides of the same triangle: recruit, retain and train.

The assessments for this Unit will test your underpinning knowledge across all Outcomes and also require you to apply your knowledge to case studies or workplace situations.