Higher National Unit specification: general information

Unit title: Employee Resourcing and Talent Management

Unit code: H29V 35

Superclass: AJ

Publication date: December 2012

Source: Scottish Qualifications Authority

Version: 02

Unit purpose

This Unit provides candidates with the opportunity to explore advanced concepts in human resource planning including a wide range of employee resourcing techniques, assessment methods and talent management strategies and practices which support the effectiveness of orgnaisations.

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

1 Evaluate employee resourcing within an organisational context.
2 Evaluate selection methods used in the employment process.
3 Evaluate talent management within an organisational context.

Recommended prior knowledge and skills

Access to this Unit is at the discretion of the centre. However, candidates would normally be expected to have competence in communication skills at SCQF level 6 or similar qualifications or experience. It is recommended that candidates should be able to provide evidence of prior study or experience in the field of Human Resource Management and may have already completed related HRM Units.

Credit points and level

2 Higher National Unit credits at SCQF level 8: (16 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.*

General information (cont)

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the support notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

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.

The assessment exemplar for this Unit provides assessment and marking guidelines that exemplify the national standard for achievement. It is a valid, reliable and practicable instrument of assessment. Centres wishing to develop their own assessments should refer to the assessment exemplar to ensure a comparable standard. Assessment exemplars are available on SQA's secure website.

Higher National Unit specification: statement of standards

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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 employee resourcing within an organisational context.

Knowledge and/or Skills

- Approaches to human resource planning
- Contribution to meeting business objectives
- Employment market trends
- Current trends in employee resourcing
- Current trends in strategic recruitment

Evidence Requirements

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

- explain the process of human resource planning in terms of identifying human resource requirements.
- define human resource planning and how it contributes to meeting strategic business objectives.
- research current employment market trends.
- evaluate how current trends in employee resourcing are being applied using selected organisation(s).

Higher National Unit specification: statement of standards (cont)

Unit title: Employee Resourcing and Talent Management

Outcome 2

Evaluate selection methods used in the employment process.

Knowledge and/or Skills

- The range of assessment and selection methods
- Purpose of different assessment and selection methods
- A rationale for choice of methods
- Legislation relevant to employee resourcing and selection

Evidence Requirements

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

- describe the range of selection methods and provide a rationale for when each might be appropriate. This must include:
  - individual, panel and 360 degree interview processes
  - psychological testing methods
  - assessment centres.

- evaluate the methods of selection used to assess candidates in terms of their:
  - validity
  - reliability
  - acceptability.

Candidates must include current employment resourcing and selection legislation.

Higher National Unit specification: statement of standards (cont)

Unit title: Employee Resourcing and Talent Management

Outcome 3

Evaluate talent management within an organisational context.

Knowledge and/or Skills

- Concept of talent management
- Changes in the talent pool and how they meet workforce requirements
- Talent management strategies and practices

Evidence Requirements

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

- explain the concept of talent management.
- explain how changes in the talent pool can affect workforce requirements.
- explain the features of talent management strategy within an organisational context.
- evaluate the implementation of effective talent management practices using selected organisation(s).

Higher National Unit specification: support notes

Unit title: Employee Resourcing and Talent Management

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 80 hours.

Guidance on the content and context for this Unit

This Unit is primarily concerned with providing candidates with the scope to practice self-directed learning coupled with the practical application of current theories and the opportunity to develop research and report-writing skills. The focus of this Unit is on the developing the candidate's wider understanding of employee resourcing and talent management within an organisational. Due to the sensitive nature of such information (the strategic company information, necessary for the implementation of the Human Resource planning process) it is recommended that a research report or case study should be used.

The following notes give additional information on each Outcome.

Outcome 1

This enables the candidate to evaluate employee resourcing within an organisational context.

Content should cover:

- a definition of human resource planning and how it contributes to meeting strategic business objectives.
- requirements for effective human resource planning.
- approaches to human resource planning.
- forecasting supply of and demand for human resources.
- factors affecting the external supply eg PESTEL

In strategic recruitment emphasis should be placed on issues around:

- cost-savings
- global skills shortages
- competitive advantage through resourcing
- strategic/cultural change
- employer brand
- equality and diversity issues
- contribution of resourcing and talent management to meeting organisational objectives

Higher National Unit specification: support notes (cont)

Unit title: Employee Resourcing and Talent Management

Centres should review teaching material on a regular basis to ensure candidates can explain and evaluate emerging trends in the employment market. These may include:

- demographics eg ageing population, low birth rate.
- casualisation of the workforce.
- flexible working.
- subcontracting.
- outsourcing recruitment.
- international recruitment.
- technical advances.
- increased labour mobility.

Centres should ensure they keep up to date with current trends and review materials on a regular basis.

Outcome 2

This Outcome enables candidates to evaluate selection methods used in the employment process and must include:

- individual, panel and 360 degree interview processes.
- psychological testing methods.
- assessment centres.

This enables the candidate to assess and evaluate selection methods ranging from those currently in common usage such as panel interviews to those with a minimum following such as graphology. Psychological and skills testing methods linking the selection activities to the organisation's strategic business objectives and culture should be covered as well as the use of assessment centres. Centres should also cover psychological and other testing; policy on test use; the use of assessment centres; and what rationales organisations might use for their approach.

Centres will need to maintain an up to date knowledge of the widely used selection methods, their application and popularity, be aware of changes in their usage and become familiar with new methods as they arise.

In this Outcome, candidates will evaluate methods of selection in terms of:

- validity
- reliability
- acceptability

In addition, relevant and current employee resourcing legislation is to be included.

Higher National Unit specification: support notes (cont)

Unit title: Employee Resourcing and Talent Management

Outcome 3

The final Outcome enables candidates to evaluate talent management within an organisational context.

This will include:

- an understanding of the concept of talent management.
- ways in which changes in the available talent pool affect how organisations meet workforce requirements.
- alignment of Talent Management to other HR policies and practices.
- contribution of Talent Management to meet organisational objectives.

The need for effective talent management strategies and practices will be demonstrated and candidates will be able to evaluate the implementation of effective talent management practices using selected organisation(s).

Guidance on the delivery of this Unit

This Unit is a mandatory Unit offered in the Group Award HND Human Resource Management and would normally be delivered in the second year of the course.

Guidance on the assessment of this Unit

This Unit can be assessed by written and/or oral evidence. Centres can assess the whole Unit using one assessment, eg a case study with questions/activities covering all Evidence Requirements. Candidates may also use selected organisation(s) but tutors must ensure that these are suitable for candidates to cover all Evidence Requirements. Alternatively, each Outcome can be assessed on an individual basis.

Assessment Guidelines

Where centres chose to assess on an Outcome by Outcome basis:

Outcome 1

Assessment could take a variety of forms eg open-book with evaluation report/response; extended response to case study materials or on appropriate organisation(s) covering employee resourcing.

Outcome 2

Assessment could take a variety of forms eg open-book with evaluation report/response; extended response to a case study or on appropriate organisation(s) covering selection methods used in the employee resourcing t process. This must include:

- individual, panel and 360 degree interview processes
- psychological testing methods
- assessment centres

Higher National Unit specification: support notes (cont)

Unit title: Employee Resourcing and Talent Management

Outcome 3

Assessment could take a variety of forms eg open-book with evaluation report/response; extended response to case study materials or on appropriate organisation(s) covering talent management within an organisational context.

Where candidates select the organisation(s), they can base their work in the public, private or voluntary sectors. The organisation(s) can be local, national or international and candidates should focus on an evaluation of the effectiveness of talent management in their chosen organisation.

Online and Distance Learning

If this Unit is delivered by open or distance learning methods, additional resources will be required for candidate support, assessment and quality assurance. Further information and advice can be found on our website **(www.sqa.org.uk)**.

Opportunities for developing Core Skills

There are opportunities to gather evidence towards Core Skills in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

***Communication:* Reading, Written and Oral at SCQF level 6**

This Unit can provide the opportunity of responding to questions on issues of employee resourcing and talent management which can provide underpinning knowledge by reading and interpreting complex information. Where assessments (eg responses to questions; evaluation reports or responses to case study materials etc) are in written format, this would develop written communication for complex employee resourcing and talent management issues. Oral communication could also be developed through group discussions on the complex issues of employee resourcing, assessment methods within the employment process and talent management.

***Using Information Technology (ICT)* at SCQF level 6**

IT skills could be developed in this Unit eg candidates using the internet and other on-line resources to research issues and current trends in employee resourcing and talent management performance management systems.

***Problem Solving* at SCQF level 6**

This Unit offers many opportunities for candidates to tackle issues and problems in evaluating employee resourcing, assessment methods and talent management within organisations. This can involve analysing, Critical Thinking, Planning/Organisation and Reviewing/Evaluating. They have to identify complex factors, assess their relevance, analyse ways to solve problems, justify conclusions, etc.

Higher National Unit specification: support notes (cont)

Unit title: Employee Resourcing and Talent Management

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	Correction of some typos and enhanced support notes.	20/12/12

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General information for candidates

Unit title: Employee Resourcing and Talent Management

This Unit is designed to enable you to explore the more advanced activities and concepts of Employee Resourcing and Talent Management while allowing you an opportunity to develop and improve your analytical and research skills.

In this Unit, you will cover

- employee resourcing, including current employment market trends.
- selection methods used in the employment process including interview processes, psychological testing and use of assessment centres.
- the concept, features and implementation of talent management practices and how changes in the talent pool can affect workforce requirements.

All of these will all be considered within the context of modern organisations in the public, private and voluntary sectors.

On completion of the Unit, you will be able to:

1 Evaluate employee resourcing within an organisational context.
2 Evaluate selection methods used in the employment process.
3 Evaluate talent management within an organisational context.

You can be assessed in a variety of ways such as producing evaluation reports/ responses or responding to case study materials. Your tutor will confirm exact assessment arrangements.