

-SQA- SCOTTISH QUALIFICATIONS AUTHORITY

HIGHER NATIONAL UNIT SPECIFICATION

GENERAL INFORMATION

-Unit Number- **6620045**
-Superclass- **AJ**
-Title- **ANALYSING EMPLOYEE RELATIONS**

-DESCRIPTION-

GENERAL COMPETENCE FOR UNIT: Analysing the main features of the UK system of industrial relations and their implications for employing organisations.

OUTCOMES

1. analyse the activities of the main participants in industrial relations;
2. evaluate the industrial relations processes of negotiation and discussion between employers and the employees;
3. assess a strategy for the resolution of industrial conflict;
4. analyse the impact of the activities of the state upon current UK industrial relations.

CREDIT VALUE: 2 HN Credits

ACCESS STATEMENT: Access to this unit is at the discretion of the centre. However, it would be beneficial if candidates had skills in written communication and an awareness of current affairs.

For further information contact: Committee and Administration Unit, SQA, Hanover House, 24 Douglas Street, Glasgow G2 7NQ.

Additional copies of this unit may be purchased from SQA (Sales and Despatch section). At the time of publication, the cost is £1.50 (minimum order £5).

HIGHER NATIONAL UNIT SPECIFICATION**STATEMENT OF STANDARDS****UNIT NUMBER:** 6620045**UNIT TITLE:** ANALYSING EMPLOYEE RELATIONS

Acceptable performance in this unit will be the satisfactory achievement of the standards set out in this part of the specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

OUTCOME

1. ANALYSE THE ACTIVITIES OF THE MAIN PARTICIPANTS IN INDUSTRIAL RELATIONS

PERFORMANCE CRITERIA

- (a) The analysis is comprehensive and includes the role and function of the main participants within the context of the current industrial relations environment.
- (b) The analysis is thorough and includes the power and influence of the main participants within the context of the current industrial relations environment.
- (c) The analysis is comprehensive and includes the methods of operation of the main participants within the context of the current industrial relations environment.
- (d) The analysis is comprehensive and includes the relationships between the main participants within the context of the current industrial relations environment.

RANGE STATEMENT

Main participants: employees; trades unions; employers; employers' associations.

EVIDENCE REQUIREMENTS

Written statements with possible complementary oral questioning to ensure full coverage of the performance criteria and all classes within the range statement.

OUTCOME

2. EVALUATE THE INDUSTRIAL RELATIONS PROCESSES OF NEGOTIATION AND DISCUSSION BETWEEN EMPLOYERS AND EMPLOYEES

PERFORMANCE CRITERIA

- (a) The evaluation is accurate and includes the levels at which negotiation and discussion take place.
- (b) The evaluation is accurate in terms of the main negotiation strategies adopted by employers and trade unions.
- (c) The evaluation is accurate and relates to the format and content of the resulting agreements.
- (d) The evaluation is correct in terms of the status of the resulting agreements and their standing in terms of current legislative requirements.

RANGE STATEMENT

Negotiation and discussion: Multi-employer bargaining; single-employer bargaining; joint industrial councils; joint consultation; personal contracts; new style agreements.

Format and content: substantive agreements; procedural agreements.

EVIDENCE REQUIREMENTS

Written statements with possible complementary oral questioning to ensure full coverage of the performance criteria and all classes within the range statement.

Evidence for single-employer bargaining should cover both corporate and plant.

OUTCOME

3. ASSESS A STRATEGY FOR THE RESOLUTION OF INDUSTRIAL CONFLICT

PERFORMANCE CRITERIA

- (a) Assessment is comprehensive and contains the likely impact upon organisational operations of the main forms of industrial action.
- (b) Assessment is comprehensive and includes procedures for dealing with the handling of disputes which are consistent with current accepted practice.
- (c) Assessment is accurate in terms of the current law relating to industrial action.
- (d) Assessment is comprehensive and includes the involvement of third parties in dispute resolution.

RANGE STATEMENTIndustrial conflict

Trade union action: strikes; works to rule; overtime bans; sit-ins; go-slows.

Employer action: unilateral imposition; lock-outs; closures of works; suspension; dismissals; hiring of replacements.

Third parties: Advisory Conciliation and Arbitration Service (ACAS); independent arbitrators.

EVIDENCE REQUIREMENTS

Written statements with possible complementary oral questioning to ensure full coverage of the performance criteria and all classes within the range statement.

OUTCOME

4. ANALYSE THE IMPACT OF THE ACTIVITIES OF THE STATE UPON CURRENT UK INDUSTRIAL RELATIONS

PERFORMANCE CRITERIA

- (a) The analysis is comprehensive and includes the role of the state as an employer.
- (b) The analysis is comprehensive and includes the role of the state as a legislator.
- (c) The analysis is comprehensive and includes the impact upon industrial relations of the Government's management of the economy.

RANGE STATEMENT

Impact of economic management on industrial relations: inflation rates; interest rates; pay restraint; national insurance levels; industrial subsidies.

EVIDENCE REQUIREMENTS

Written statements with possible complementary oral questioning to ensure full coverage of the performance criteria and all classes within the range statement.

MERIT Pass with merit may be awarded to candidates who have successfully achieved all outcomes and performance criteria and who, in so doing, consistently demonstrate superior performance with respect to one or more of the following:

- (a) devising original/non-standard solutions to problems - eg developing an innovative strategy for the resolution of industrial conflict;

- (b) demonstrating capability to work independently - eg utilising a variety of non-standard sources for assessed work (a candidate who uses only one standard text is unlikely to achieve merit);
- (c) providing examples of best practice currently used by employers eg critical analysis of a disputes procedure currently in use by a UK company;
- (d) demonstrating clarity of expression and/or presentation by producing clear, precise and unambiguous documentation.

ASSESSMENT

In order to achieve this unit, candidates are required to present sufficient evidence that they have met all the performance criteria for each outcome within the range specified. Details of these requirements are given for each outcome. The assessment instruments used should follow the general guidance offered by the SQA assessment model and an integrative approach to assessment is encouraged. (See references at the end of support notes.)

Accurate records should be made of the assessment instruments used showing how evidence is generated for each outcome and giving marking schemes and/or checklists, etc. Records of candidates' achievements should also be kept. These records will be required for external verification.

SPECIAL NEEDS

Proposals to modify outcomes, range statements or agreed assessment arrangements should be discussed in the first place with the external verifier.

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HIGHER NATIONAL UNIT SPECIFICATION**SUPPORT NOTES**

UNIT NUMBER: 6620045

UNIT TITLE: ANALYSING EMPLOYEE RELATIONS

SUPPORT NOTES: This part of the unit specification is offered as guidance. None of the sections of the support notes is mandatory.

NOTIONAL DESIGN LENGTH: SQA allocates a notional design length to a unit on the basis of the time estimated for achievement of the stated standards by a candidate whose starting point is as described in the access statement. The notional design length for this unit is 80 hours. The use of notional design length for programme design and timetabling is advisory only.

CONTENT/CONTEXT This unit should be seen in the context of an employing organisation of 100 or more employees in any sector of employment, private or public.

The unit concentrates on the conduct of industrial relations in the UK today. Within that the emphasis is on:

- (a) the changing nature of industrial relations. The re-assertion of the management prerogative, brought about primarily by legislation but also by ideas from abroad, has changed the face of industrial relations since 1979. New ideas on the conduct of industrial relations should be stressed;
- (b) the increasingly complex nature of industrial relations and increased state intervention. The emergence of a more regulated and formal system of industrial relations should be contrasted with the principles of voluntarism which dominated industrial relations for much of the century.

APPROACHES TO GENERATING EVIDENCE Candidates should be encouraged to make use of their own experience, particularly any work experience which involved them in any form of industrial relations activity, such as membership of a trade union. Failing this candidates should be encouraged to make use of the wide range of academic and professional literature available. Greater awareness of current affairs is to be advocated.

Reference to current industrial relations issues is to be encouraged and the use of case study material to compare practices could be used to justify recommended strategies and procedures.

ASSESSMENT PROCEDURES This is at the discretion of the centre. Clear and comprehensive procedures should be in place and efforts should be made to incorporate a variety of assessment techniques such as written reports, projects,

oral presentations, role plays and case studies. Where cross unit/outcome assessment opportunities exist these should be used. Efforts should be made to ensure the originality, authenticity and currency of the assessed work.

REFERENCES

1. Guide to unit writing.
2. For a fuller discussion on assessment issues, please refer to SQA's Guide to Assessment.
3. Information for centres on SQA's operating procedures is contained in SQA's Guide to Procedures.
4. For details of other SQA publications, please consult SQA's publications list.

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