

SQA Advanced Unit specification

General information for centres

Unit title: Human Resource Management in Construction

Unit code: HT14 48

Unit purpose: This Unit seeks to provide the candidate with an understanding of the different approaches to managing human resources in the construction environment.

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

- 1 Review the changing nature of construction employment.
- 2 Describe the nature and stages of a recruitment process within the construction environment.
- 3 Describe the nature and methods of training and development of personnel in the construction industry.

Credit points and level: 1 SQA 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 National 1 to Doctorates.*

Recommended prior knowledge and skills: This Unit includes all the basic principles necessary to allow candidates possessing other qualifications or experience to succeed in this Unit.

Core Skills: There are no opportunities to develop the Core Skill(s) of Communication, Numeracy, IT, Problem Solving, Working with Others in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

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.

Assessment: It is recommended that all instruments of assessment relate to one project. A case study composed to suit all outcomes will be presented to each candidate. Following preliminary study of the case notes Outcome 1 will be assessed by report, Outcome 2 by role-play and report assignment and Outcome 3 will be assessed by report.

Group work may contribute to the assessment. However, planning would be required by the centre to ensure the sufficiency and authenticity of candidate evidence. Arrangements would be required to be put in place to ensure that assessments were conducted under controlled, supervised conditions.

An exemplar instrument of assessment and marking guidelines have been produced to provide an example of the type of evidence required to demonstrate achievement of the aims of this Unit and to indicate the national standard of achievement at SCQF level 8.

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.

Evidence will be generated through an open book assessment of a case study of a medium sized contracting organisation written to cover all Outcomes in the Unit.

SQA Advanced 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.

Throughout the unit emphasis will be placed where appropriate on the application of Health and safety and Sustainability. Safe working practice should be looked at in accordance with current safety codes of practice and regulations. Sustainability should include reference to criteria affecting sustainability on the environment and the legislation promoting sustainability.

Outcome 1

Review the changing nature of construction employment

Knowledge and/or skills

- ◆ elements of internal labour markets
- ◆ elements of external labour markets
- ◆ define the term manpower planning
- ◆ different stages for manpower planning

Evidence Requirements

Evidence for the knowledge and/or skills in the Outcome will be provided on a sample basis. The evidence may be presented in the response to the specific question within a case study. Each candidate will need to demonstrate that they can answer correctly questions based on a sample of the items shown above. In any assessment of this outcome **three out of four** knowledge and/or skills will be sampled and assessed.

In order to ensure that candidates will not be able to foresee what items they will be questioned on, a different sample of **three out of four** knowledge and/or skills items is required each time the Outcome is assessed. Candidates must provide a satisfactory response to all three items. Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ identify and explain factors affecting employment in the construction sector

Assessment guidelines

The case study will contain circumstances from which the candidates will describe manpower planning and the effects on both the supply and demand of the different segments of the internal and external labour markets.

The report should be a minimum of 1,500 words.

Outcome 2

Describe the nature and stages of a recruitment process within the construction environment.

Knowledge and/or skills

- ◆ elements of recruitment agencies, job centres and newspapers or specialist magazines for attracting potential recruits
- ◆ job description preparation
- ◆ people specification preparation
- ◆ job advertisement preparation
- ◆ selection interviewing from application form or CV

Evidence Requirements

Evidence for the knowledge and skills in the Outcome will be provided on a sample basis. The evidence may be presented in the response to a specific question within a case study. Each candidate will need to demonstrate that they can answer correctly questions based on a sample of the items shown above. In any assessment of this Outcome **four out of five** knowledge and/or skills items must be sampled which must include “Selection interviewing from application form or CV”.

In order to ensure that the candidate will not be able to foresee what they will be questioned on, a different sample of four out of five knowledge and/or skills items is required each time the Outcome is assessed. Candidates will need evidence to demonstrate their skills and/or knowledge by showing that they can:

- ◆ plan and prepare a recruitment process

Assessment guidelines

The case study will contain circumstances from which the candidates in groups of four to seven will produce a job description, a people specification and an advert on which to base the role-play interview. Interview scoring notes will be prepared by the team to allow effective participation and should be included within the report produced by the candidate.

The report assignment should be a minimum of 1,500 words.

Outcome 3

Describe the nature and methods of training and development of personnel in the construction industry.

Knowledge and/or skills

- ◆ contemporary apprenticeship and skills certification scheme
- ◆ technical professional and management staff development options
- ◆ appraisal and review systems in construction organisations
- ◆ induction grievance and discipline procedures

Evidence Requirements

Evidence for the knowledge and skills in the Outcome will be provided on a sample basis. The evidence may be presented in the response to a specific question within a case study. Each candidate will need to demonstrate that they can answer correctly questions based on a sample of the items shown above. In any assessment of this Outcome, **three out of four** knowledge and/or skills items must be sampled.

In order to ensure that the candidate will not be able to foresee what they will be questioned on, a different sample of three out of four knowledge and/or skills items is required each time the Outcome is assessed. Candidates will need evidence to demonstrate their skills and/or knowledge by showing that they can:

- ◆ describe and explain methods of training and development for craft, supervisory and management staff in the construction sector

Assessment guidelines

The assessment for Outcome 3 will be covered by report for a client describing the various options and procedures to be followed. The report should be a minimum of 1,500 words.

Administrative information

Unit code:	HT14 48
Unit title:	Human Resources Management in Construction
Superclass category:	AJ
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SQA Advanced Unit specification: support notes

Unit title: Human Resources Management in Construction

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

This Unit has been written in order to allow candidates to develop knowledge understanding and skills in the following areas:

- 1 the changing nature of construction employment
- 2 the nature of a recruitment process within the construction environment
- 3 the nature and methods of training and development of personnel staff in the construction industry

This Unit at SCQF level 8 is a mandatory unit within the SQA Advanced Diploma in Construction Management.

In designing this Unit the writers have identified the range of topics they would expect to be covered by lecturers, together with recommendations as to how much time should be spent on each Outcome. This has been done to help lecturers to decide what depth of treatment should be given to the topics attached to each Outcome. The list of topics is given below. Lecturers are advised to study this list so that they can get a clear indication of the standard of achievement expected of candidates in this Unit

1 Review the changing nature of construction employment (10 hours)

- ◆ elements in the internal labour markets
- ◆ skilled/semi-skilled operatives
- ◆ administrative and professional staff
- ◆ elements in the external labour markets
- ◆ sub-contractors
- ◆ self-employed professionals
- ◆ skilled/semi-skilled operatives
- ◆ manpower planning by definition and purpose
- ◆ stages in the process

2 Describe the nature and stages of the recruitment process within the construction environment (10 hours)

- ◆ recruitment agencies
- ◆ job centres
- ◆ newspapers
- ◆ trade magazines
- ◆ job description
- ◆ people specification
- ◆ job advertisement
- ◆ interviewing

All items to be considered within the context of current employment law.

3 Describe the nature and methods of training and development of craft supervisory and management staff in the construction industry (16 hours)

- ◆ apprenticeships and skills
- ◆ CITB, SVQs, MAs, CISCs, CPD
- ◆ technical professional and management development options
- ◆ individual and organisational training needs
- ◆ the role of the professional bodies in the training process
- ◆ individual and organisational training needs
- ◆ the role of the professional bodies in the training process

Guidance on the delivery and assessment of this Unit

As this Unit relies on core construction industry knowledge and awareness provided in the earlier stages of SQA Advanced Certificate and SQA Advanced Diploma Built Environment awards it is recommended that this Unit be delivered towards the end of these awards.

Details on approaches to assessment are given under Evidence Requirements and assessment guidelines under each Outcome in the SQA Advanced Unit specification: statement of standards section. It is recommended that these sections be read carefully before proceeding with assessment of candidates.

Where available, evidence from the workplace can also be incorporated to enhance the learning outcomes, provided that this evidence is appropriate and authenticated as the candidate’s own work.

Opportunities for developing Core Skills

The following grid provides a general guide to opportunities for the development of Core Skills in this Unit. Opportunities for the development of Core Skills at the output level are more fully identified in the Core Skills Signposting Guide.

Core Skill	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
1 Communication					
Reading	■	■	■		
Writing		■			
Oral		■			
2 Numeracy					
Using Number	■				
Using Graphical Information					
3 IT					
Using Information Technology					
4 Problem Solving					
Critical Thinking	■				
Planning and Organising			■		
Reviewing and Evaluating			■		
5 Working with Others					

Open learning

Given that appropriate materials exist, this Unit could be delivered by distance learning, which may incorporate some degree of online support. However, assessment planning would be required by the centre concerned to ensure the sufficiency and authenticity of candidate evidence. Arrangements would be required to be put in place to ensure that assessments were conducted under controlled, supervised conditions.

Equality and inclusion

This Unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

General information for candidates

Unit title: Human Resource Management in Construction

This Unit will introduce you to the different procedures and documentation involved in planning and managing the workforce within a construction organisation.

- 1 Review the changing nature of construction employment.
- 2 Describe the nature and stages of a recruitment process within the construction environment.
- 3 Describe the nature and methods of training and development of personnel in the construction industry.

The Unit will be assessed in three parts:

- 1 Report
- 2 Role play and report assignment
- 3 Report