SQA Advanced Unit specification: general information

Unit title: Management of Human Resources in Hospitality 1

Unit code: HT3K 47

Superclass: AJ

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Source: Scottish Qualifications Authority

Version: 01

Unit purpose

This unit is designed to enable candidates to understand the management of the human resource with particular emphasis on human resource planning, recruitment, selection and induction of staff, including relevant legislation.

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

1   investigate human resource planning in the hospitality industry
2   prepare an induction programme
3   describe how human resource planning is managed in the hospitality industry

Recommended prior knowledge and skills

Access to this unit is at the discretion of the centre, however, candidates should have an awareness of supervisory responsibilities and the main operational areas within hospitality organisations. This could be demonstrated by successful completion of the SQA Advanced Unit Hospitality Supervision.

Credit points and level

1 SQA Unit credit at SCQF level 7: (8 SCQF credit points at SCQF level 7*)

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.

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.

SQA Advanced Unit specification: statement of standards

Unit title: Management of Human Resources in Hospitality1

Unit code: HT3K 47

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

Investigate human resource planning in the hospitality industry.

Knowledge and/or Skills

♦   Key stages in the human resource planning process:
    — Forecasting staffing requirements
    — Job descriptions and person specifications
    — Models of employment
    — Terms and conditions
    — Sources of recruitment
    — Stages in the selection process
    — Legislation

Evidence requirements

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

♦   identify the key stages in the human resource planning process, including a description of the labour market and how to forecast staffing requirements
♦   prepare a person specification from a job description
♦   select and justify a minimum of two sources of recruitment
♦   identify appropriate selection methods and state the advantages/disadvantages of at least one
♦   identify an appropriate model of employment and terms and conditions for a specific job role
♦   identify key stages in recruitment and selection where unlawful discrimination can occur and how it can be prevented

Outcome 2

Prepare an induction programme
Knowledge and/or Skills

♦   The induction process
♦   Benefits of induction
♦   How to prepare an induction programme

Evidence requirements

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

♦   describe the benefits of induction for both the employee and the employer
♦   prepare an induction programme for a new employee

Outcome 3

Describe how human resource planning is managed in the hospitality industry.

Knowledge and/or Skills

♦   Personnel records
♦   Data protection legislation
♦   Labour turnover and absenteeism management

Evidence requirements

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

♦   explain the reasons for having personnel records
♦   describe the main implications of data protection legislation on personnel record keeping
♦   describe methods by which labour turnover and absenteeism can be managed

SQA Advanced Unit specification: support notes

Unit title: Management of Human Resources in Hospitality 1

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 is designed to give candidates an understanding of human resources within the hospitality industry. It introduces candidates to the concepts of human resource planning, recruitment and selection methods, and induction of staff and related legislation. This is the first of two units in human resource management for the hospitality industry.

Outcome 1 is concerned with the human resource planning process and its importance for the organisation.

The human resource planning stages should include:

♦ demand forecasting: looking at the future and predicting what is going to happen
♦ supply: analysing existing staffing levels and predicting what is likely to happen to those staff during the period of the plan
♦ considering the availability of staff in the external labour market to meet the business requirements
♦ forecasting future requirements and reconciling the difference between the demand for staff and the availability of staff
♦ age profile and expectations of the workforce
♦ internal career development/succession
♦ job descriptions and person specifications
♦ models of employment: full-time, part-time, agency workers, temporary, shift work/split shifts
♦ terms and conditions of employment — ie hours, pay — National Minimum Wage, staff benefits (uniforms, staff discounts, etc)
♦ link between business planning and HR planning
♦ identification and analysis of different methods of recruitment, eg advertising, internal recruitment, external recruitment, etc
♦ selection processes: short listing, interviewing, testing, obtaining references, and appointing the successful candidate
♦ evaluation of internal and external recruitment methods

All relevant legislation relating to recruitment and selection should be covered: eg Equalities legislation, Data Protection, different types of work permits for workers from overseas, minimum wage, etc. The importance of HR departments to keep up with any new legislation and directives which come from our own legal system or through the European Union should be stressed.

Outcome 2 covers the process of staff induction and preparation of an induction programme.

Candidates should examine the stages of the induction process, including company, departmental and job induction, and its review.

The benefits of induction and its role in establishing a positive employer-employee relationship should be covered.

The induction programme should contain appropriate checklists, include information specifically relating to a job role and generic information such as; a tour of the building(s), health and safety information (such as fire drills, etc), organisational structure, introduction to colleagues, essential training on equipment to be used, getting set up on computerised systems, work shadowing, etc. Food service staff induction could include a section on the allocation of staff tips, etc.

Outcome 3 covers how human resource planning is managed in the hospitality industry.

The importance of keeping accurate personnel records and the legal requirements associated with this should be covered.

The following link may provide some useful information on the type of personnel records that should be kept and why: **http://www.acas.org.uk/media/pdf/5/2/S11_1.pdf**

Methods used to manage labour turnover and absenteeism within an organisation should be discussed, this could include:

♦   the importance of good employer/employee communications
♦   performance appraisal and reward techniques
♦   promotion opportunities

Common issues that impact on labour turnover and absenteeism in the hospitality industry, such as low wages and difficult working conditions, should be discussed.

Guidance on the delivery of this unit

This unit is the first of two units in Human Resource Management within the SQA Advanced Diploma in Professional Cookery and Hospitality Management courses. This is a mandatory unit for both programmes and builds on Hospitality Supervision. The unit should be delivered before *Management of Human Resources in Hospitality 2*.

Guidance on the assessment of this unit

Outcome 1 and 2

Outcomes 1 and 2 could be assessed separately or merged as a single assessment.

Candidates could be tasked with producing a report or building a portfolio of evidence based on a case study of a real or fictitious establishment in the hospitality industry.

The case study should contain enough information to allow all evidence requirements for both outcomes to be covered.

Outcome 3

This Outcome could be assessed using short answer questions based on a case study of the management of human resource planning in a real or fictitious establishment in the hospitality industry.

The case study should contain enough information to allow all evidence requirements to be covered.

This assessment should be undertaken under closed-book, controlled conditions.

Opportunities for developing Core Skills

Communication: Written Communication (Writing) at SCQF level 5

For Outcomes 1 and 2 candidates are required to select and present well-structured information, in order to produce a report or compile a portfolio of evidence on the findings of their investigation into human resource management in the hospitality industry, they will be demonstrating the Core Skill component of Written Communication (Writing) at SCQF level 5.

Problem Solving: Planning and Organising at SCQF level 5

For all outcomes candidates are required to plan for and carry out assessment tasks, in doing so they will be demonstrating the Core Skill component of Planning and Organising at SCQF level 5.

Information and Communication Technology: Providing/Creating Information at SCQF level 4

If candidates use ICT independently, effectively, and responsibly to carry out a range of processing tasks and/or use ICT to present information in response to evidence requirements, they will be demonstrating the Core Skill component of Providing and Creating Information.

Online and Distance Learning

This unit could be delivered by distance learning. However, it would require planning by the centre to ensure the sufficiency and authenticity of candidate evidence.

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.

History of changes

Version	Description of change	Date

General information for candidates

Unit title: Management of Human Resources in Hospitality 1

This unit is designed to introduce you to human resource planning in the hospitality industry and covers recruitment and selection methods, staff induction, and related legislation. On completion of the unit you should be able to:

1 investigate human resource planning in the hospitality industry
2 prepare an induction programme
3 describe how human resource planning is managed in the hospitality industry

This unit is the first of two units in Human Resource Management within the SQA Advanced Diploma in Professional Cookery and Hospitality Management courses. This is a mandatory unit for both programmes.