



Higher National Unit Specification

General information

Unit title: Facilities Management: People Management
(SCQF level 7)

Unit code: HL9E 34

Superclass: VH

Publication date: May 2014

Source: Scottish Qualifications Authority

Version: 01

Unit purpose

This unit enables learners to develop knowledge and understanding of the principles, practices and legal requirements of leading and managing staff in a facilities management context including developing working relationships with relevant stakeholders to ensure delivery of a facilities management function. This unit is suited to learners who are working in, or wish to work within, the field of facilities management and is part of the HNC Facilities Management group award.

Outcomes

On successful completion of the unit the learner will be able to:

- 1 Explain the key requirements of legislation affecting the employment and management of people within a facilities management role.
- 2 Explain the recruitment and selection cycle within a facilities management function.
- 3 Explain how to plan workloads and allocate work for staff within the facilities management function.
- 4 Describe appraisal and performance measurement processes relevant to the facilities management sector.
- 5 Explain the importance of good communication to people management within facilities management.

Credit points and level

1.5 Higher National Unit credits at SCQF level 7: (12 SCQF credit points at SCQF level 7)

General information (cont)

Unit title: Facilities Management: People Management
(SCQF level 7)

Recommended entry to the unit

Entry to this unit is at the discretion of the delivering centre.

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the support notes for 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.

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.

Higher National Unit Specification: Statement of standards

Unit title: Facilities Management: People Management
(SCQF level 7)

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

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. Learners 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

Explain the key requirements of legislation affecting the employment and management of people within a facilities management role.

Knowledge and/or skills

- ◆ Employment legislation and non-compliance in relation to:
 - Contracts of employment/terms and conditions
 - Key statutory rights
- ◆ Equalities Act
- ◆ Stages in grievance and disciplinary processes
- ◆ Relevant industry requirements to ensure staff can fulfil the requirements of their position
- ◆ Data protection and confidentiality requirements for inter-departmental working

Outcome 2

Explain the recruitment and selection cycle within a facilities management function.

Knowledge and/or skills

- ◆ Stages of the recruitment process
- ◆ Future planning to meet a range of requirements:
 - Changing demands for support services
 - Gap analysis
 - Project delivery
 - Contract management
- ◆ Identification of expertise, knowledge, skills and attributes required to deliver facilities management function
- ◆ Policies to encourage retention
- ◆ Implications of staff leaving an organisation

Higher National unit specification: Statement of standards

Unit title: Facilities Management: People Management
(SCQF level 7)

Outcome 3

Explain how to plan workloads and allocate work for staff within the facilities management function.

Knowledge and/or skills

- ◆ Human resource planning and strategy
- ◆ Workload planning, management and work allocation for all staff in relation to:
 - Shift patterns
 - Contractors
 - Inter-departmental requests
 - Conflicting service demands
- ◆ Management of staffing issues and their impact on facilities management service:
 - Stress
 - Sickness
 - Dismissal

Outcome 4

Describe appraisal and performance measurement processes relevant to the facilities management sector.

Knowledge and/or skills

- ◆ People/teams that a facilities manager will appraise and performance measure
- ◆ Setting performance objectives
- ◆ Staff appraisals and their contribution to performance measures
- ◆ Appraisal systems including both formal and informal
- ◆ Continuing Professional Development (CPD) processes related to staff performance

Outcome 5

Explain the importance of good communication to people management within facilities management

Knowledge and/or skills

- ◆ Principles and methods of effective communication for people management
- ◆ Effective methods of communication with a wider facilities team
- ◆ Benefits of encouraging open communication between staff and departments

Higher National Unit Specification: Statement of standards (cont)

Unit title: Facilities Management: People Management
(SCQF level 7)

Evidence requirements for this unit

Learners will need to provide evidence to demonstrate their knowledge and/or skills across all outcomes by showing that they can:

For **Outcome 1:**

- ◆ explain the principles of relevant employment legislation.
- ◆ explain the issues surrounding non-compliance with the legislation.
- ◆ describe the legislation that covers the employment, health and welfare of people.
- ◆ explain the principles and elements within Equality legislation.
- ◆ describe the stages of both the grievance and the disciplinary process and explain the factors to be taken into account at each stage.
- ◆ describe the relevant training and/or certification which individuals working within the facilities management sector may need prior to commencing work.
- ◆ explain the importance of data protection and confidentiality related to individuals within a facilities management role.

For **Outcome 2:**

- ◆ explain why it is important to recruit people with the right skills, experience and approach for the role in question.
- ◆ describe the stages of the recruitment process and explain the factors to be taken into account at each stage.
- ◆ explain why future planning is a necessary part of the recruitment process within facilities management.
- ◆ identify the policies needed to encourage retention.
- ◆ explain the implications for an organisation when staff leave.

For **Outcome 3:**

- ◆ explain why human resource planning is critical to effective facilities management.
- ◆ explain workload planning and work allocation to ensure that an adequate staff resource is available.
- ◆ describe the process for managing and reducing the impact of staffing issues on the delivery of the facilities management function.

For **Outcome 4:**

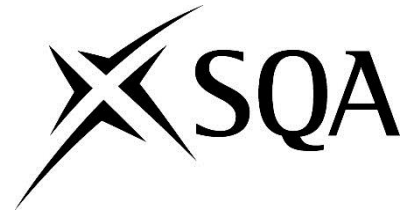
- ◆ describe a range of individuals that facilities managers will have a role in appraising or performance managing.
- ◆ describe how to set clear performance objectives for staff.
- ◆ describe how staff appraisal contributes to performance measurement.
- ◆ explain the differences between formal and informal appraisal systems.
- ◆ explain the need for CPD.

Higher National Unit Specification: Statement of standards (cont)

Unit title: Facilities Management: People Management
(SCQF level 7)

For **Outcome 5:**

- ◆ explain the principles of effective communication when dealing with a range of facilities services management stakeholders in relation to workforce planning.
- ◆ describe different methods of communication and how a facilities manager can use them appropriate to the situation and people they are dealing with.
- ◆ describe the benefits of open communication within facilities management.



Higher National Unit support notes

Unit title: Facilities Management: People Management
(SCQF level 7)

Unit support notes are offered as guidance and are not mandatory.

While the exact time allocated to this unit is at the discretion of the centre, the notional design length is 60 hours.

Guidance on the content and context for this unit

The following guidance provides additional information on the extent and scope of information learners could expect to display when meeting outcomes.

This unit may provide underpinning knowledge that contributes to National Occupational Standard unit 'Deliver Facilities Management through People' (ASTFM409)

For **Outcome 1**:

- ◆ Explanations for the principles of employment legislation is expected to include the reasons for such legislation.
- ◆ Description of the legislation of employment is expected to include contracts of employment, pay and conditions, working hours, time off and sickness, absence, diversity and equality of opportunity and duty of care.
- ◆ Explanation of the principles and elements within Equality legislation is expected to include reference to direct and indirect discrimination, harassment and victimisation and to groups specifically protected by law.
- ◆ Description of the stages of a grievance and disciplinary process is expected to include the significance of correct procedures and documentation, and rights of appeal.
- ◆ Relevant industry requirements for individuals is expected to refer to the need for site certifications, industry training, safety certificates and Protecting Vulnerable Groups (PVG) checks. Due to the breadth of industry that facilities management works across, learners would be expected to understand some of the key requirements and the reasons for these.
- ◆ When exploring data protection and confidentiality, it is expected that this is taught in the context of the range of sectors that facilities management will work across and the likelihood that they will work with confidential information on a regular basis. In addition reference should be made to facilities managements cross-department working and the need for confidentiality for all stakeholders.

Higher National Unit support notes (cont)

Unit title: Facilities Management: People Management
(SCQF level 7)

For Outcome 2:

- ◆ Explanation of the importance of recruiting employees with the right skillset is expected to highlight support of organisational objectives, organisational culture, and the specific demands made on the facilities management function.
- ◆ Recruiting employees with the right skillset is expected to include identifying the industry expertise and requirements, experience, qualifications, knowledge, skills and attributes to deliver a facilities management function. Reference should be made to how these are expected to meet organisational demands.
- ◆ Description of recruitment process is expected to include a high-level overview of job analysis, job description, person specification, financial/management approval, attracting applications, managing applications, candidate selection, making appointments, welcoming new employees and induction.
- ◆ Future planning is expected to cover the need for facilities managers to respond to changing demands on their service and the impact that this may have on the recruitment cycle, especially relevant to short term or rapid changes.
- ◆ Changing demand for support services, project delivery and the use of contractors are expected to be taught alongside the reasons for a need for future planning and gap analysis as methods to assist the recruitment cycle.
- ◆ When identifying policies to encourage retention, reference to the effects of policies on the following matters are expected: equal opportunities, respect for diversity, work/life balance, flexible working, fair and transparent rewards and benefits, performance management, learning and development, discipline and grievances.
- ◆ Implications on the organisation of staff leaving is expected to include such as loss of skill/expertise, costs of recruiting replacements, pressure on remaining team members, and loss of future potential workers.

For Outcome 3:

- ◆ Explanation of human resource planning is expected to include function analysis and optimum resource levels, managing HR overheads, skills acquisition and maintenance, career progression and people motivation.
- ◆ Workload planning, management and allocation of staff is expected to be taught in the context of competing demands from various departments within the wider organisation, including review and appraisal of the facilities management function which may result in changes to staffing demands, especially in relation to meeting customer demands, expectations and managing customer relations.
- ◆ Workload planning should reference stakeholder's (including contractors) and project timelines and the impact of these on the facilities management function, as such the relationship between workforce planning and facilities management strategy is expected to be explored.
- ◆ As facilities management workloads are often tied to the wider organisation, a need to understand staffing reviews and requirements of services is expected to be taught in relation to workload planning.
- ◆ Managing staffing issues and their impact on the facilities management is expected to cover stress, sickness and dismissal.

Higher National Unit support notes (cont)

Unit title: Facilities Management: People Management (SCQF level 7)

- ◆ Stress management is expected to cover the identification of symptoms/causes of workplace stress and provide an overview of primary, secondary and tertiary methods for the prevention and management of stress.
- ◆ Sickness management is expected to cover legal and organisational techniques to support return to work for both long and short term sickness.
- ◆ The impact of stress, sickness and dismissal on a facilities management services ability to meet organisational goals should be discussed.

For Outcome 4:

- ◆ Breadth of people and teams that facilities managers will appraise and performance measure should be covered. This should be done in relation to formal and informal methods for appraisal. These individuals/teams may include, but are not limited to contractors, sub-contractors, internal staff members. Formal methods should make reference to maintaining accurate records.
- ◆ Description of clear performance objectives is expected to include the use of appropriate language, SMART objectives, alignment with team/organisational objectives, discussion and agreement with team members.
- ◆ Consideration should be given to different methods of appraisal both formal and informal, such as comparison by objectives and 360 ° appraisals and to how effective appraisal systems can contribute to the performance measurement.
- ◆ The close link that facilities management staff have with other teams should be mentioned and the resulting regular inter-departmental feedback that may take place, alongside informal feedback from stakeholders and end users.
- ◆ Staff appraisals should be discussed in the context of their contribution to individual and organisational performance measures, including working to Key Performance Indicators and the contribution this has to meeting economic, technical and organisational requirements.
- ◆ CPD processed in relation to staff performance is expected to relate to the need for facilities managers to develop a service with meets the needs of its stakeholders, ensuring that staff are equipped to do this.

For Outcome 5:

- ◆ Effective communication is expected to make reference to the value of personal integrity. Supporting the explanation with examples of effective outcomes, such as prevention of misunderstanding, resentment or poor morale, creation of coaching and/or mentoring opportunities.
- ◆ With reference to people management this should be delivered both for staff that facilities managers will directly line manage, but will also include internal/external staff from other departments/organisations, customers, contractors, sub-contractors and suppliers.
- ◆ Effective communication should include why this is important within facilities management and make reference to the wide range of stakeholders that a facilities manager will need to both communicate with and manage.

Higher National Unit support notes (cont)

Unit title: Facilities Management: People Management (SCQF level 7)

- ◆ Description of methods of communication should include examples, such as face to face, telephone, notice boards, journals and newsletters, letter, email and intranet, presentations, meetings and briefings, surveys and focus groups. These should be delivered in the context of why certain methods will be more suitable for certain situations or people.
- ◆ The benefits of encouraging open communication between staff and departments should be taught in relation to having an understanding of everyone's roles, responsibilities and expectations.
- ◆ Delivery should include potential barriers to communication.

Guidance on approaches to delivery of this unit

This unit forms part of the HNC in Facilities Management, designed to provide learners with technical and professional skills and knowledge for employment within Facilities Management. It supports delivery for learners who are employed within this field and will be able to draw on their previous knowledge and experience of the sector. It would be appropriate for centres to contextualise their teaching and encourage learners to use evidence and case studies from employment.

Due to the close link between people management, projects, strategy and support within facilities management, learners would benefit from the delivery of this unit alongside *Facilities Management: Support Services Operations* and *Facilities Management: Projects* and *Facilities Management: Strategy*. Working practices and developments covered within these units will impact on people management for facilities managers.

There are a range of Human Resource Management textbooks and web resources. Resources from the Chartered Institute of Personnel and Development and ACAS will be helpful to learners.

Guidance on approaches to assessment of this unit

Evidence can be generated using different types of assessment. The following are suggestions only. There may be other methods that would be more suitable to learners.

Centres are reminded that prior verification of centre-devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

Due to the focus on vocational skills and experience relevant to the Facilities Management sector throughout this unit, suggested methods for assessment will focus on utilising the learner's own experience. Suitable forms of assessment would include a portfolio of evidence from the learners work, case studies, and log books of activities undertaken in the workplace.

Higher National Unit support notes (cont)

Unit title: Facilities Management: People Management
(SCQF level 7)

This unit could be assessed outcome by outcome, two or more outcomes together or all outcomes together, providing a holistic assessment of the unit.

Assessment could be delivered as an e-assessment if desired.

Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the evidence requirements are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at www.sqa.org.uk/e-assessment.

Opportunities for developing Core and other essential skills

There is no automatic certification of Core Skills or Core Skills components in this unit, however there may be opportunities to develop the Core Skills of *Communication* and *Problem Solving* at SCQF level 6.

History of changes to unit

Version	Description of change	Date

© Scottish Qualifications Authority 2017

This publication may be reproduced in whole or in part for educational purposes provided that no profit is derived from reproduction and that, if reproduced in part, the source is acknowledged.

Additional copies of this unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Business Development and Customer Support team, telephone 0303 333 0330.

General information for learners

Unit title: Facilities Management: People Management
(SCQF level 7)

This section will help you decide whether this is the unit for you by explaining what the unit is about, what you should know or be able to do before you start, what you will need to do during the unit and opportunities for further learning and employment.

This unit is designed to develop your knowledge and understanding of the principles, practices and legal requirements of leading and managing staff in a facilities management context.

In Outcome 1 you will learn the key requirements of legislation effecting the employment and management of people within a facilities management role

In Outcome 2 you will learn about the recruitment and selection cycle within facilities management.

In Outcome 3 you will learn how to plan workloads and work allocation for staff within the facilities management function.

In Outcome 4 you will learn about staff appraisal and performance measurement relevant to Facilities Managers.

In Outcome 5 you will learn how importance of good communication for people management within as a Facilities Manager.

This unit could be assessed outcome by outcome, two or more outcomes together or all outcomes together, providing a holistic assessment of the unit. You will be encouraged to link assessments to your experience.

Information from this unit is linked closely with *Facilities Management: Support Services Operations* and *Facilities Management: Projects*, your centre may decide to deliver these together.