Arrangements for:

HNC/HND Human Resource Management

Group Award Codes:
G7TY 15
G7TX 16

Validation date: March 2005

Date of original publication: July 2005

Version: 08 (March 2017)

Acknowledgement

History of changes

It is anticipated that changes will take place during the life of the qualification, and this section will record these changes. This document is the latest version and incorporates the changes summarised below.

Version number	Description	Date
08	**Revision of Unit:** DV0M 34 Work Experience has been replaced in HND framework by HJ4W 34 Work Placement and will finish on 31/07/2019.	29/03/17
07	**Revision of Unit:** DE3N 34 Communication: Analysing and Presenting Complex Communication has been revised by H7TK 34 Communication: Business Communication and will finish on 31/07/2016.	05/02/15
06	Change to Code:Human Resource Management: Introduction from DN78 34 (lapse date 31/0712012, finish date 31/07/2014) to H1KP 34*.	29/10/12
05	Structures updated to show revised Unit numbers and titles	Aug 11
04	Section 6.5 and 6.6 — Sections on credit transfer arrangements removed.

Appendix 4 — updated letter to centres on CIPD registration to reflect current fees. | August 09 |
| 03 | Appendix 4 — updated letter to centres on CIPD Registration. | 05/08/08 |
| 02 | Section 8 — General information for candidates added.

Appendix 4 — updated letter to centres on CIPD registration. | 12/09/07 |

Contents

1   Introduction

This is the Arrangements Document for the revised Group Awards in Human Resource Management, which were validated in March 2005. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

The purpose of the awards is to prepare candidates for employment in human resource management departments in a variety of employment settings and as such candidates may undertake the course from a variety of backgrounds. These awards have been designed for both school leavers and adult learners and are suitable either as part-time or a full-time course. Candidates may begin straight from school while others may choose the route as a new career path. Others may be experienced in administration and may wish to further their development by studying and acquiring human resource management skills and knowledge. For some candidates it is anticipated that the awards will serve as a 'stepping-stone' to continue their education and study.

Both awards are recognised by the Chartered Institute of Personnel and Development (CIPD) and achievement of the HNC qualifies for associate membership of CIPD. Details of how to opt into the scheme for recognition are given in SQA's letter to centres in Appendix 4 and the accompanying CIPD Registration Form.

Background to Development

The Human Resource Management awards at Higher National Level have been offered since August 1997. As part of the development process a marketing research exercise was carried out involving colleges, employers, former and current students and Higher Education.

An important feature of SQA vocational HN qualifications is the recognition of the award by professional bodies, in this instance the Chartered Institute of Personnel and Development (CIPD).

The new awards both have a clear focus on the human resource management function. The HNC introduces the learners to the broad field of human resource management and the HND builds on that by developing more complex ideas.

2   Rationale for the development of the Group Awards

The HNC is set in context by the introductory Unit DN78 34 *Human Resource Management: Introduction.* Then the award goes on to develop the key but routine areas of human resource management practice in more detail. To reflect this emphasis the Units are all leveled at SCQF level 7. In order to offer the breadth of topics needed the Units are mainly single credit Units.

The HNC deals with employment law as applied to individuals and its use in practice. Employers indicate that an understanding of this important area is vital to work readiness and is also a key component in articulation arrangements between colleges and universities. The focus is on understanding the principles and the need for accuracy and currency in applying the law rather than rote learning.

Importance is also given to selection, recruitment and induction processes, a key area of work for those entering the workplace as HR assistants. Whilst they would not be expected to take full responsibility for this at first, an understanding of the full process will emphasise the value of their contribution.

Developing the staff resource is another key component and at HNC candidates are encouraged to consider their own development in DN74 34 *Continuous Professional Development: Introduction*. Some of the financial tasks involved in the workplace are covered with the Unit DN79 34 *Human Resource Management: An Introduction to Finance* whilst the skills of the candidates are further developed in both interviewing and in information technology.

Thereafter optional Units allow for the awards to be shaped to respond to local market demands and specialisms. In addition to the Units that make up the HNC, the design team was aware that some understanding of HRM is important in a number of occupational areas and so two Units have been included in the framework for inclusion in other awards. They are DN78 34 *Human Resource Management: Introduction* and DN72 34 *Human Resource Management: Core Activities.* In addition the interviewing Unit is context free so that it may also be imported into other frameworks.

Higher National Diploma

In terms of progression, the HNC leads naturally into the HND or out into the workplace. Whilst the HNC comprises mainly single credit Units and routine concepts, the HND is designed to build on this by developing more complex ideas, theories and concepts. To cope with this many of the Units are double credit and most are leveled at SCQF level 8. The exception is the law Unit DN7D 34 *Collective Employment Relations: Law* which is held at a level 7 although it deals with collective rather than individual issues. This is to emphasise the importance given to understanding and application rather than rote learning seen in the HNC.

The HND looks at the more advanced research and analytical skills and requires much more independent study and team working from the candidates. This design feature is to strengthen the articulation into Higher Education Institutions by developing research, analysis and writing skills in Units such as DN7G 35 *Employee Resourcing* and DN7F 35 *Applied Continuing Professional Development: Research Methods in HRM.* The inclusion of this Unit also puts an emphasis on self development, increasingly important in a rapidly changing work environment. The key areas are again present and allow the development of the skills and knowledge to a greater depth. But at this level there is also an emphasis on the organisation and the business context with the inclusion of both F84L 35 *Behavioural Skills for Business* and F7J7 35 *Business Culture and Strategy* from another framework as mandatory Units within the qualification.

2.1 Recognition by the Chartered Institute of Personnel and Development

A requirement from the market research exercise and a major part of the rationale for the new HNC award is recognition of the award by professional bodies, in this instance the Chartered Institute of Personnel and Development (CIPD).

It has been agreed that CIPD will endorse the HNC Human Resource Management as a route to Associate Membership providing that specified optional Units are included in the course. Candidates who wish to obtain CIPD Associate Membership **must** choose DN71 34 *HRM: the Business Context* and DN3H 34 *Learning and Development: An Introduction*.

3 Aims of the Group Awards

3.1 General aims of the Group Awards

HNC/HND awards have a range of broad aims that are generally applicable to all equivalent Higher Education qualifications. Some of these general aims are:

♦ To develop knowledge and skills such as planning, analysing and synthesising
♦ To develop employment skills and enhance employment prospects
♦ To enable progression within the SCQF
♦ To develop study and research skills
♦ To develop transferable skills/Core Skills
♦ To provide academic stimulus and challenge and foster an enjoyment of the subject

3.2 Specific aims of the Group Awards

Aim and objectives of the HNC Human Resource Management

The main aim of the HNC is to enable students to develop their knowledge and understanding of the technical areas of HRM. Its specific objectives are:

♦ To prepare candidates for employment at an appropriate level within the human resource management field by developing their skills
♦ To develop knowledge and understanding of the roles, responsibilities and processes involved in managing the human resource
♦ To develop a range of core and transferable skills essential within human resource management
♦ To enhance the personal effectiveness of candidates
♦ To prepare candidates for progression to further study

Aim and Objectives of the HND Human Resource Management

The main aim of the HND is to enable candidates to develop their knowledge and understanding of the main theories and concepts and their application within HRM. Its specific objectives are:

♦ To prepare candidates for employment at an appropriate level within the human resource management field by developing their underpinning knowledge of theoretical concepts in HRM
♦ To develop knowledge and understanding of the more complex issues and to apply them in managing the human resource
♦ To develop a range of core and transferable skills essential for research and evaluation within human resource management
♦ To further enhance the personal effectiveness of candidates
♦ To prepare candidates for progression to study at university

Key Changes to the Awards

The following key changes have been introduced in the Group Award structures:

♦ A new approach to the HNC and HND has been taken giving a much sharper focus on the human resource function rather than the more general business/management context
♦ Progression between the HNC and HND is more sharply focused
♦ The content of all the main subject areas has been updated to reflect current practice in the field
♦ The Continuous Professional Development process has been introduced as a mandatory part of the award
♦ Induction is included
♦ A real effort has been made to 'future proof' the awards by a focus on process rather than specific content so that it remains current
♦ Graded Units have been introduced to grade candidate performance and to enable candidates to apply a range of vocational knowledge and skills in an integrated manner to the human resource function. At HNC the process is one of consolidation of the knowledge and skills developed. At HND the focus is on research and evaluation of innovation within the field and an emphasis on HR software.

3.3 Articulation with Higher Education

The HNC/HND Human Resource Management awards have been designed to support the continuing negotiation of formal articulation routes into second and third years of degree level study. The frameworks have been shared with colleagues at a number of Scottish Universities to ensure that there are no gaps in skills and knowledge that would prevent the learner moving into the appropriate degree programme. The applied skills and knowledge acquired in a further education college should build easily into the more theoretical approach. In addition, through the learning and teaching approaches which encourage individual research and analysis and the assessment approaches which develop writing skills, the study skills of the learners are developed to an appropriate level.

4   Access to Group Awards

Access to both the HNC and HND qualifications, as is customary for all SQA qualifications, is at the discretion of the centre. These recommendations are for guidance only.

The benchmark for this award has been taken as Intermediate 2 for all Core Skills except Numeracy which is set at Intermediate 1. The course is designed to develop all Core Skills towards Higher/Intermediate 2 as appropriate.

In addition centres may wish to specify:

♦   Any relevant Scottish Group Award at Intermediate 2 or Higher
♦   Any two relevant National Courses at Higher together with three Standard Grades at level 3 or above
♦   An SVQ in a relevant area at level 2 or 3

Mature candidates with no qualifications but with suitable experience and skills may be accepted if they are likely to benefit from undertaking the award.

5 Group Awards structure

5.1 Framework

Structure of HNC Human Resource Management

The HNC Human Resource Management award consists of 12 credits, 9 mandatory Unit credits and 3 optional credits as follows:

Candidates must achieve 9 Units amounting to 9 credits as follows:

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Human Resource Management : Introduction	DN78 34	8	7	1
Individual Employment Relations: Law	DN75 34	8	7	1
Individual Employment Relations: Practice	DN76 34	8	7	1
Human Resource Management: An Introduction to Finance	DN79 34	8	7	1
Interviewing	DN77 34	8	7	1
IT in Business — Word Processing, Spreadsheets and Databases: An Introduction	FG69 33	8	6	1
Continuing Professional Development: Introduction	DN74 34	8	7	1
Recruitment, Selection and Induction	DN7A 34	8	7	1
Human Resource Management Graded Unit 1	DN7N 34	8	7	1

Optional Units

A total of 3 optional credits are required to complete the HNC.

Candidates who wish to obtain CIPD Associate Membership must choose DN71 34 *HRM: the Business Context* and DN3H 34 *Learning and Development: An Introduction* as their three optional credits.

Unit title	Code	SCQF credit points	Level	Credit
Human Resource Management: The Business Context	DN71 34	8	7	1
Learning and Development: An Introduction	DN3H 34	16	7	2
Human Resource Management: Core Activities	DN72 34	8	7	1
Communication — Business Communication*	H7TK 34*	8	7	1
Presentation Skills	HH85 35*	8	8	1
Office Technologies	HH82 34	8	7	1
Work Placement	HJ4W 34*	8	7	1
Managing People and Organisations	DE3D 34	16	7	2
Payroll	DE61 34	8	7	1

Refer to history of changes for revision details

HND Human Resource Management

The HND Human Resource Management award consists of 30 credits, 21 mandatory Unit credits and 9 optional credits as follows:

Mandatory Units

Unit title	Code	SCQF credit points	Level	Credit
Human Resource Management : Introduction	DN78 34	8	7	1
Individual Employment Relations: Law	DN75 34	8	7	1
Individual Employment Relations: Practice	DN76 34	8	7	1
Continuing Professional Development: Introduction	DN74 34	8	7	1
Human Resource Management: An Introduction to Finance	DN79 34	8	7	1
Recruitment, Selection and Induction	DN7A 34	8	7	1
Interviewing	DN77 34	8	7	1
IT in Business — Word Processing, Spreadsheets and Databases: An Introduction	FG69 33	8	6	1
Human Resource Management Graded Unit 1	DN7N 34	8	7	1
Collective Employment Relations: Law	DN7D 34	8	7	1
Applied Continuing Professional Development: Research Methods in HRM	DN7F 35	16	8	2
Employee Resourcing	DN7G 35	16	8	2
Learning and Development: An Introduction	DN3H 34	16	7	2
Behavioural Skills for Business	F84L 35	8	8	1
Business Culture and Strategy	F7J7 35	16	8	2
Human Resource Management Graded Unit 2	DN7P 35	16	8	2

In addition to the mandatory 21 Unit credits, 9 Unit credits should be chosen from the following optional list.

Optional Units

Candidates must achieve a total of 9 Unit credits from the optional Unit list as follows:

Unit title	Code	SCQF credit points	Level	Credit
Human Resource Management: The Business Context	DN71 34	8	7	1
Human Resource Management: Core Activities	DN72 34	8	7	1
Communication — Business Communication*	H7TK 34*	8	7	1
IT in Business — Databases	DE1N 34	8	7	1
IT in Business — Spreadsheets	F84V 34	8	7	1
Office Technologies	F7J9 34	8	7	1
Work Placement	HJ4W 34*	8	7	1
Managing People and Organisations	F84T 34	16	7	2
Payroll	DE61 34	8	7	1
Collective Employment Relations: Practice	DN7C 35	16	8	2
Human Resource Management: The International Context	DN7L 35	8	8	1
Human Resource Management: Performance Management	DN7J 35	8	8	1
Human Resource Management: Employee Reward	DN7H 35	8	8	1
Human Resource Management: Supporting Organisational Change	DN7K 35	8	8	1
Human Resource Management: Employee Relationship Management	DN7E 35	8	8	1
Presentation Skills	F84E 35	8	8	1
Interpersonal and Group Skills	D7XF 35	8	8	1
e-Learning : Production: Project Management for Content Production	DE0Y 35	8	8	1

5.2 Core Skills

The importance of Core Skills, especially the emphasis found in the market research on Communication and IT, is recognised in the content, teaching approaches and assessment of the Units.

The benchmark for entry to this award has been taken as Intermediate 2 for all Core Skills except Numeracy which is set at Intermediate 1. The course is designed to develop all Core Skills towards Higher/Intermediate 2 as appropriate.

Candidates have many opportunities to practice and develop their skills as demonstrated in the Core Skills signposting (Appendix 1).

SCQF

The HNC is designed to focus on the broad range of activities within the human resource function in a straightforward way. The focus is on the practical applications of knowledge and understanding and an emphasis on skills. To reflect this emphasis the Units are all leveled at SCQF level 7. The HND deals with more complex processes and involves the candidates in much more independent study and research and so the SCQF is set at level 8 for most Units.

6 Approaches to delivery and assessment

6.1 Guidance on context and content

The purpose of both awards is to prepare candidates for employment in human resource management departments in a variety of employment settings and as such candidates may undertake the course from a variety of backgrounds. These awards have been designed for both school leavers and adult learners and are suitable either as part-time or a full-time course. Candidates may begin straight from school while others may choose the route as a new career path. Others may be experienced in administration and may wish to further their development by studying and acquiring human resource management skills and knowledge. For some candidates it is anticipated that the awards will serve as a 'stepping-stone' to continue their education and study.

The awards are designed to provide the knowledge and skills required by human resource practitioners and to consolidate them wherever practical with application. Centres will be encouraged to involve HR professionals and visits to relevant activities such as industrial tribunals so that candidates acquire realistic expectations about what work in this field will be like.

Detailed guidance about the context and content is given in each Unit.

6.2 Guidance on delivery

These awards are intended to prepare candidates for employment within the field of human resource management and the delivery of all Units should reflect that context. The programme is suitable for delivery on a full time, part time and open learning basis. Delivery methods will encourage the development of Core Skills, and activities such as role play and groups exercises will encourage the development of practical skills.

Whilst centres are free to decide on the order of delivery of the Units, some build on the knowledge and skills from other Units. Where this is the case advice is given in the Unit specification. This may influence a centre regarding the order of delivery of Units and the timing of the Graded Units. The Graded Units bring together many of the competencies gained by the candidate while undertaking the individual Units. They are also designed to reflect the award title. In other words, as the Units draw heavily upon the skills being gained within other Units, it is recommended that candidates start working on these Units after some or most of the supporting Units have been delivered.

Centres are encouraged to use the Unit DN74 34 *Continuing Professional Development: Introduction* as a continuous theme in the delivery of the course by encouraging candidates to retain an active personal development log. This is now established practice within the field, a requirement of continuing competence in vocational qualifications and a requirement for those seeking future upgrading of CIPD membership.

Centres with smaller numbers of candidates may wish to offer the qualification on a part time roll on roll off basis. This is an option with candidates entering the programme at fixed points. Some separation may be required at certain points to allow those who have completed several Units to begin the Graded Unit whilst an introductory Unit such as HRM: Introduction is delivered to new candidates. Suggested running orders for the Units in a part time programme are given in Appendix 3.

Centres will manage this at their discretion.

6.3   Guidance on assessment

The assessment methods used include projects, reports, case studies and related questioning, practical activities and role play exercises. For the mandatory Units, exemplar assessment material will contextualise each Unit and exemplify the standard for successful completion. There are real possibilities of integrating assessments within Units, and centres are encouraged to take advantage of these opportunities as far as possible.

When centres consider integration of Unit assessments it is important that they manage this so as to allow candidates to undertake the Outcomes for individual Units and meet all the requirements. The management of this is the responsibility of the centre. The evidence gathered must be available for moderation of each Unit. Appendix 2 gives a matrix of the Unit assessments with suggestions for integration.

6.4   Guidance on Open Learning

It is considered that there is a realistic possibility of delivering this award by a variety of routes. It may be delivered on a full-time or part-time basis or by an Open Learning route. Centres are continuing to develop their virtual learning environments and may decide to deliver some of these Units by this means. Centres will make their own decisions in the matter. Again however, regardless of the mode of delivery, Evidence Requirements will be as described and required by the Units' specifications.

If assignments are completed outwith the centre, it will be the responsibility of the centre to ensure the authentication of a candidate's work. There are many ways to support this process, mentor reports being signed, a written record of oral questions and responses being signed and dated as accurate, to name a few. Experienced centres will often devise valid and imaginative ways to do this. Information and advice can be found in *Assessment and Quality Assurance for Open and Distance Learning* (SQA, February 2001 — publication code A1030)

7   General information for centres

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**.

7.1   Approval of centres

As the HNC Human Resource Management attracts endorsement by CIPD for Associate Membership, this suite of revised awards is non devolvable.

For this reason, all centres wishing to offer the revised awards should complete Form SA1 *Application for Approval to Offer a Specific Qualification.*

7.2   Internal and external verification

All instruments of assessment used within this/these Group Award(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment and Quality Assurance for Colleges of Further Education* (**www.sqa.org.uk**).

8   General information for candidates

Welcome to the HN awards in Human Resource Management. The overall aim of these awards is that it is a stimulating and enjoyable learning experience for you.

Whether you are employed within the Human Resource area or are preparing for employment within this area you have just made a significantly important decision for your future. We are delighted that you have decided to study for either your HNC or HND in Human Resource Management.

The main purpose of the awards is to prepare you for employment in human resource management departments in a variety of employment settings.

The awards were designed for both school leavers and adult returners and are suitable as part-time or full-time courses. You may begin the course straight from school whilst others may choose the course as a new career path. You may be experienced in administration and may wish to further your development by studying and acquiring human resource management skills and knowledge.

The awards were developed through consultation involving employers, centres and current holders of the previous qualification. Both awards are recognized by the Chartered Institute of Personnel and Development (CIPD) and achievement of the HNC qualifies for associate membership of CIPD. Details of how to opt into the scheme for recognition are given in SQA's letter to centres in Appendix 4 and the accompanying CIPD registration form.

The awards consist of a fixed programme of study through a series of subjects called mandatory Units and a choice of additional subjects called optional Units. Units carry a value called a credit value which reflects the length of study required for that subject eg:

1 credit = approximately 40 hours of study
2 credits = approximately 80 hours of study

The HNC in Human Resource Management is achieved by gaining a total of 12 credits 9 mandatory and 3 optional credits.

The HND in Human Resource Management is achieved by gaining a total of 30 credits 21 mandatory and 9 optional credits.
Each Unit contains a main subject area and is broken further down into topics identified as Outcomes within each Unit. Each Outcome comprises of Knowledge and Skills associated with each topic.

Your chosen centre will advise you of their delivery arrangements and the optional Units on offer.

9 Glossary of terms

SCQF: This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at **www.scqf.org.uk**

SCQF credit points: One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

SCQF levels: The SCQF covers 12 levels of learning. HN Units will normally be at levels 6-9. Graded Units will be at level 7 and 8.

Subject Unit: Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

Graded Unit: Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

Dedicated Core Skill Unit: This is a Unit that is written to cover one or more particular Core Skills, eg HN Units in Information Technology or Communications.

Embedded Core Skills: This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

Signposted Core Skills: This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

Qualification Design Team: The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the HNC/D from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.

Consortium-devised HNCs and HNDs are those developments or revisions undertaken by a group of centres in partnership with SQA.

Specialist single centre and specialist collaborative devised HNCs and HNDs are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.

10   Appendices

Core Skills signposting

Communication (Higher)

Skill component Written Communication (Reading)
Read and Understand complex written communication

(a)   Identify and summarise significant information, ideas and supporting detail.
(b)   Evaluate effectiveness in meeting purpose and needs of readership.

Unit	Knowledge and Skills/Evidence	Developed/ Assessed	a	b
Human Resource Management: Introduction	Outcomes 1–3 — research for in depth report. Underpinning knowledge accessing complex information on theory and practical applications of HRM in business success.	Developed	√	
Individual Employment Relations: Law	Outcomes 1–4 — identification of significant information in recruitment and employment law. Evaluation of relevance and effects of the range of statutes in their practical application to employment issues.	Developed	√	√
Recruitment, Selection and Induction	Research on a range of complex current information affecting induction of new employees will underpin programme design in Outcome 3.	Developed	√	
Interviewing	Outcome 1 — analysis, summary and evaluation of background information, legislation, employment documents and papers.	Developed	√	√

Written Communication (Writing)

Produce well-structured Written Communication on complex topics

(a) Present essential ideas/information in a logical and effective order.
(b) Use a structure which takes account of purpose/links points for clarity and impact.
(c) Use conventions which are effective adapted for audience.
(d) Use accurate spelling, punctuation, sentence structures.
(e) Vary sentence structure, paragraphing, vocabulary to suit purpose and target audience.

Unit	Knowledge/Skills/Evidence	Developed/Assessed	a	b	c	d	e
Human Resource Management: Introduction	Outcomes 1–3 — extended written report on History and application of HRM and its contribution to business success (Minimum 750 words).	Developed	√	√	√	√	√
HRM Individual Employment Relations-Practice	Outcomes 1–3 — extended written response presenting practical application of essential theory in analysis of case studies.	Developed	√	√	√	√	√
Interviewing	Portfolio of structured complex written business communication underpinning selection/performance review process including advertisements, specifications reports.	Developed	√	√	√	√	√
Continuing Professional Development	Journal detailing and documenting development activity to industry format.	Developed	√	√	√	√	√

Oral Communication

Produce and respond to oral Communication on a complex topic

(a) Use vocabulary and a range of spoken language structures consistently and effectively with appropriate formality.
(b) Convey all essential ideas/information/opinions accurately and coherently with appropriate varied emphasis.
(c) Structure to take full account of purpose and audience.
(d) Take account of situation and audience during delivery.
(e) Respond to others taking account of their contribution.

Unit	Knowledge/Skills/Evidence	Developed/Assessed	a	b	c	d	e
Interviewing	Outcomes 1–3 — plan, organise and take part in two formal interviews, including using active listening skills, presenting essential information matching language and tone to reflect needs of interviewee and using techniques to achieve best results.	Developed	√	√	√	√	√
Recruitment Selection and Induction	Outcome 2 — plan, organise and conduct a formal selection interview. Outcome 4 — devising and negotiating a training programme for entrants to employment.	Developed	√	√	√	√	√
All Units	Teaching and Learning for all Units will involve group discussion analysing and evaluating relevant and related information. Personal interviews and guidance from assessors will encourage verbal exploration of complex issues.	Developed	√	√	√	√	√

Using Information Technology (Higher)

Use an IT system independently to process a range of information

(a) Use a range of it equipment paying attention to security and other users.
(b) Resolve a simple hardware or software problem.
(c) Use software in an unfamiliar context requiring analysis, design, integration of data, decision on format.
(d) Carry out searches to extract and present information from electronic sources.

Unit	Knowledge/Skills/Evidence	Developed/Assessed	a	b	c	d
Information Technology in Business	Using IT equipment securely, resolving any problems, using software to analyse, design, integrate and output a range of information; practical word processing, presentation of spreadsheets and databases.	Developed	√	√	√	√
Continuing Professional Development: Introduction	Internet research on historical and current issues, events and CPD practice- essential underpinning knowledge.	Developed	√		√	√
Human Resource Management; An Introduction to Finance	Presentation of performance reports, and payroll records/budgetary data in an appropriate format.	Developed	√		√	√

Unit	Knowledge/Skills/Evidence	Developed/Assessed	a	b	c	d
All Units	Internet research on current HRM issues, events and management practice will provide essential underpinning knowledge for the award. Professional presentation of journals, logs and business documentation and training materials will involve extensive access to and use of technology.	Developed	√		√	√

Numeracy (Higher)

Skill component Using Number

Apply a wide range of numerical statistical and other mathematical skills

(a)   Work confidently with a numerical or statistical concept.
(b)   Decide on numerical operations.
(c)   Carry out sustained complex calculations.

Unit	Knowledge/Skills/Evidence	Developed/Assessed	a	b	c
Human Resource Management: An Introduction to Finance	Outcomes 1–3 — calculation of sales/labour and production costs to a budget. Assessing performance and financial position of a business, calculating variances preparing performance report, projecting for fixed and variable costs. Calculating pay and deductions.	Developed	√	√	√
Information Technology: in Business WP, S and D: An Introduction	Outcome 2 use of formulae and functions in producing spreadsheet data. Calculating data in a range of business formats.	Developed	√	√	√

Numeracy (Higher)

Skill component Using graphical information

Apply a wide range of graphical skills to interpret and present complex information

(a) Analyse and interpret complex graphical information.
(b) Select an appropriate form and communicate information.

Unit	Knowledge/Skills/Evidence	Developed/Assessed	a	b
Human Resource Management: Introduction to Finance	Outcomes 2–3 — analysing and interpreting accounts information, preparing and presenting spreadsheets, budgets and payroll records in a professional format.	Developed	√	√
Information Technology in Business	Analysing and presenting data in a range of business formats, including spreadsheets and databases.	Developed	√	√

Problem Solving

Skill components

Critical Thinking
♦ Analyse a complex situation or issue

Planning and Organising
♦ Plan organise and complete a complex task

Reviewing and Evaluating
♦ Review and evaluate a complex problem solving activity

Unit	Knowledge/Skills/Evidence	Developed/Assessed	CT	PO	RE
Human Resource Management: Introduction	Underpinning theoretical knowledge — behavioural theories on approaches to problem solving in organisations.	Developed	√		
HRM Individual Employee Relations: Practice	Outcomes 1–3 — analysis of case study involving contentious workplace issue(s) and practical evaluation to offer guidelines on good practice within the law.	Developed	√	√	√
HRM An Introduction to Finance	Analysis of performance and budgeting against fixed and flexed costs, financial position of a business, preparation of accounting information to a brief.	Developed	√	√	√
Interviewing	Plan, prepare for and take part in two formal business interviews. Formative work will involve the review and evaluation of performance.	Developed	√	√	√

Working with Others (Higher)

Work with Others in a group to analyse, plan and complete an activity

(a) Analyse the activity and identify component tasks and roles.
(b) Agree allocation of activities taking account of group strengths and weaknesses.
(c) Support co-operative working.
(d) Evaluate and draw conclusions about own contribution, justifying with evidence.

Unit	Knowledge/Skills/Evidence	Developed/Assessed	a	b	c	d
Human Resource Management: Introduction	Underpinning theoretical knowledge: behavioural theories of organisational communication, assessment requiring analytical examination of the component elements of group working practices.	Developed	√			
Recruitment Selection and Induction	Planning, organising and taking part in recruitment Formative work will cover all aspects of the skill including evaluation of approaches to improving own performance. Records involve evaluative skill.	Developed	√		√	√
Interviewing	Analysis of requirements for selection process. Active listening and responding to support interviewee, and evaluation to identify follow up actions.	Developed	√		√	√
All Units	All elements of the Core Skill and the concept of effective working practice is critical to the whole award -an analytical and evaluative approach to working with a range of others in an organisation will be reflected in whole class groupwork activities.	Developed	√	√	√	√

Appendix 2

HNC in Human Resource Management — Assessment Map

Mandatory Units

Unit	Outcomes	Assessment
HRM: Introduction	1 Describe the historical development of Human Resource Management and explain the Human Resource Management function 2 Explain the main activities of Human Resource Management 3 Describe the contribution of Human Resource Management to business success	1 Extended response questions 2 and 3 Case study — written report
Individual Employment Relations: Law	1 Explain the application of current employment law and statutory rules relating to the Contract of Employment 2 Explain the application of current statutory laws in relation to discrimination 3 Explain the application of current common law and statutory rules in relation to employment protection 4 Explain the application of current common law and statutory rules in relation to dismissal	1-4. Extended response questions — case study
Individual Employment Relations: Practice	1 Explain the application of policies and procedures for managing the employment relationship 2 Explain the application of good practice relating to handling discrimination issues in the workplace 3 Provide advice on the design and application of grievance and disciplinary procedures	1 Extended response questions 2 Extended response questions — case study 3 Written report

Unit	Outcomes	Assessment
CPD: Introduction	1 Explain the main principles and concepts in relation to CPD 2 Design an action plan for personal improvement or development opportunities 3 Implement and evaluate agreed CPD activities	1 Short response questions 2 and 3 Practical assignment and written report
HRM: An Introduction to Finance	1 Prepare a fixed budget for a range of functions 2 Prepare a flexed budget for a range of functions and a related performance report 3 Explain and apply payroll processes	1 Practical assignment 2 Practical assignment 3 Practical assignment and restricted response questions
Recruitment, Selection and Induction	1 Contribute to the recruitment process 2 Contribute to the selection process 3 Design an induction programme for a new employee	1and 2 Extended response questions and case study —portfolio 3 Case study — written report
Interviewing	1 Gather relevant information and prepare for interviews 2 Demonstrate appropriate and effective interview techniques and evaluate effectiveness of interview 3 Identify and take appropriate follow up action	1 Case study — written report 2 and 3 Practical assignment
IT in Business — Word Processing, Spreadsheets, and Databases: An Introduction	1 Produce appropriate and effective word-processed documents 2 Produce appropriate and effective spreadsheets 3 Produce appropriate and effective databases 4 Integrate word processing, spreadsheets and databases	1-4 Practical task in open-book conditions
HRM: Graded Unit 1	1 Produce an action plan for the project 2 Produce an investigative report 3 Produce an evaluation report	1 Written action plan 2 Written report 3 Written report

Suggested Running Orders

HNC Human Resource Management

Part time/Roll On Roll Off Programmes
Running Order Example One

Year One

Block One	Block 2	Block 3
DN75 34 Individual Employment Relations: Law	DN76 34 Individual Employment Relations: Practice	DN79 34 HRM: An Introduction to Finance
DN78 34 HRM: Introduction (1st years) DN7N 34 HRM Graded Unit (2nd years)	DN74 34 CPD: Introduction	DN71 34 HRM: The Business Context

Year Two

Block One	Block 2	Block 3
DN77 34 Interviewing	DN7A 34 Recruitment, Selection and Induction	DN3H 34 Learning and Development: Introduction
DN78 34 HRM: Introduction (1st years) DN7N 34 HRM Graded Unit (2nd years)	DE24 33 IT in Business: An Introduction	DN3H 34 Learning and Development: Introduction

HNC Human Resource Management

Part time/Roll On Roll Off Programmes
Running Order Example Two

Year One

Block One	Block 2	Block 3
DN75 34 Individual Employment Relations: Law	DN76 34 Individual Employment Relations: Practice	DN78 34 HRM: Introduction (1st years) DN7N 34 HRM Graded Unit (2nd years)
DN74 34 CPD: Introduction	DN3H 34 Learning and Development: Introduction	DN3H 34 Learning and Development: Introduction

Year Two

Block One	Block 2	Block 3
DN71 34 HRM: The Business Context	DN7A 34 Recruitment, Selection and Induction	DN77 34 Interviewing
DN79 34 HRM: An Introduction to Finance	DE24 33 IT in Business: An Introduction	DN78 34 HRM: Introduction (1st years) DN7N 34 HRM Graded Unit (2nd years)

Letter to Centres

Our ref: MB/MS

August 2009

To: SQA Co-ordinators

Action by Recipient	
	Response required
X	Note and pass on
	None — update/information only

Contact Name — Mary Black at Glasgow
Direct Line — 0845 213 5451
E-Mail — mary.black@sqa.org.uk

Dear Colleague

HNC/HND Human Resource Management (G7TY 15/G7TX 16)
HNC Learning and Development (G7V0 15)

As you are aware, CIPD recognises the above HNC/HND awards as qualifying for Associate Membership of the Institute. The purpose of this letter is to update you on what centres and candidates should do if they wish to opt into Associate Membership recognition with CIPD.

Centres will be required to:

♦ Complete a simple registration form so that the centre can be included in CIPD's centres database and receive communications from CIPD. A copy of the updated registration form is attached.

♦ Promote CIPD membership to candidates at the start of the HNC and distribute membership forms.

♦ Send a member of their HNC team as a paying delegate to CIPD's Centre. Conference held annually during June. For centres already offering CIPD certificate programmes, if a member of the HNC team already attends as a certificate delegate, then there is no requirement to send another member of staff.

Candidates will be required to:

♦ Enrol with CIPD as studying Affiliates at the start of their HNC. All candidates will be charged a one-off subsidised admission fee which is set at £40 for 2009/20010 (usually £121). Candidates will also be asked to pay membership subscription in both their first year and thereafter and this is set at £121 for the year 2009/20010. These prices reflect current membership fees and are subject to annual review.

Taking up membership at the start of the HNC enables candidates to take advantage of the financial savings on the admission fee plus the wide range of benefits available by being a member of CIPD, including access to research materials and facilities and general information distributed to members. Candidates who choose not to take up membership but at a future point wish to apply for Associate Membership may do so, but in addition to the annual subscription they will be required to also pay the full admission fee of £121.

Once a centre registers with CIPD, you will be provided with membership forms to give to your candidates.

If you have any queries regarding the above, please contact CIPD Membership Services on 0208 612 6208 or email membershipenquiry@cipd.co.uk.

Yours sincerely

pp Mary Black
    Qualifications Manager
    Business and IT

CIPD Centre Registration Form
for centres offering:

SQA HNC/D Human Resource Management

(G7TY 15, G7TX 16)

SQA HNC Learning and Development

(G7V0 15)

Centre Registration Form for centres offering CIPD recognised SQA qualifications

If you would like an electronic copy of this form, please email qa@cipd.co.uk

SQA Qualifications

Please tick the qualification(s) that you are offering

SQA HNC in Human Resource Management ☐

SQA HND in Human Resource Management ☐

SQA HNC in Learning and Development ☐

1   Name of centre:

Please give the full 'official' name of the centre. Include any other name by which the centre is known or trading as.

Official name:
Known as/trading as: (*if applicable*)

Please indicate which name you would like us to refer to the centre as, which we will use for our records.

2 Address of centre

Please give the address of the main headquarters of the centre, from which you will manage the programme and to which we will send any written correspondence — whether or not you plan to deliver the qualification(s) from these premises.

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3 Proposed delivery site(s)

Please give the address of each location at which you plan to deliver the qualification, including the main headquarters if applicable. For distributed distance learning provision, please list all sites at which you will deliver workshops. Please include a full postcode for all UK sites to enable us to include them in our website centre search facility.

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4 Senior management support

Please attach a letter from senior management confirming their support for this application.

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Name of senior manager:

Job title:

Email address:

Telephone number:                    Fax number:
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5   Course leader

Please provide details of the course leader. The course leader will be added to our mailing list to receive all mailings relevant to this area of work.

Name:
CIPD membership number and grade (*if applicable):*
Email address:
Telephone number: Fax number:

6   Teaching team:

Please provide details of the teaching team.

Tutor name(s)	CIPD membership number(s) and grade(s) *(if applicable)*

If none of the teaching team is in CIPD membership, then we invite the centre to apply for organisational membership or for an individual to apply for affiliate membership. *Please see our website for further information on membership grades www.cipd.co.uk/mandq/routes*

Is any of the teaching team an active member of the local CIPD branch?

Yes ☐ CIPD branch: _____	
No ☐	

7   Delivery mode

Full time ☐	Part time ☐	Block ☐
Any other mode *(please specify):* ☐		

8 Attendance pattern

Full day	☐	Afternoon/evening	☐	Evening(s)	☐
Weekend	☐	Any other pattern *(please specify):*	☐		

9 Student membership of CIPD

At the beginning of the programme, candidates must enrol with CIPD as studying Affiliates. In common with all CIPD students, they will be charged a one-off subsidised admission fee which is set at £40 for 2009/2010 (usually £121) and will also pay an annual subscription fee, set at £121 for 2009/2010.

Please explain the processes you will use for promoting CIPD Membership to students.

(Note: CIPD has developed a standard presentation to help course tutors present the benefits of CIPD membership to new students. Please phone CIPD's contact centre for a copy of the presentation on 020 8612 6208.)

10 Evaluation

Please explain the mechanisms you will use to evaluate the qualification(s) in particular the opportunities for candidates to contribute to this process.

Please send:

♦ your registration form

♦ letter from senior management confirming support for this application

By email to: **qa@cipd.co.uk** or by post to:

Quality Assurance
Chartered Institute of Personnel Development
151 The Broadway
London
SW19 1JQ

Tel: 020 8612 6243