



## Higher National Unit Specification

### General information

**Unit title:** Managing Human Resources in Hospitality (SCQF level 7)

**Unit code:** J2EV 34

**Superclass:** AL

**Publication date:** August 2019

**Source:** Scottish Qualifications Authority

**Version:** 03 (January 2023)

### Unit purpose

This unit is designed to develop knowledge and understanding of the importance of managing human resources within the hospitality industry.

Placing particular emphasis on human resource planning, this unit covers:

- ◆ The importance of human resource planning for various shift patterns within the hospitality industry
- ◆ Recruitment, selection and induction processes
- ◆ The impact of legislation — specifically equalities and data protection regulations

This unit is suitable for learners who have completed the National Certificate (NC) at SCQF level 6 and/or have experience in a supervisory/team leading role in the hospitality industry.

On completion of this unit, learners could progress to the unit *Managing Human Resources in Hospitality* at SCQF level 8.

### Outcomes

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

- 1 Describe the use of workforce planning in managing staffing requirements
- 2 Explain the recruitment and selection process.
- 3 Prepare an induction programme for a new employee.

### Credit points and level

1 Higher National Unit credit at SCQF level 7: (8 SCQF credit points at SCQF level 7)

## Higher National Unit Specification: General information (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 7)

### Recommended entry to the unit

Entry to this unit at the discretion of the centre, however, it is recommended that learners have a general awareness of the activities associated with human resource management within the hospitality industry. This could be demonstrated by achievement of NC in *Hospitality Operations* at SCQF level 6, the HN unit *Hospitality Supervision* at SCQF level 7 and/or relevant work experience in a supervisory/team leading role.

### Core Skills

Achievement of this Unit gives automatic certification of the following Core Skills component:

Core Skill component	Critical Thinking at SCQF level 5 Planning and Organising at SCQF level 5
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There are also opportunities to develop aspects of Core Skills which are highlighted in the Support Notes of this Unit specification.

### 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.

The Assessment Support Pack (ASP) for this unit provides assessment and marking guidelines that exemplify the national standard for achievement. It is a valid, reliable and practicable assessment. Centres wishing to develop their own assessments should refer to the ASP to ensure a comparable standard. A list of existing ASPs is available to download from SQA's website (<http://www.sqa.org.uk/sqa/46233.2769.html>).

### 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](http://www.sqa.org.uk/assessmentarrangements).

## Higher National Unit Specification: Statement of standards

**Unit title:** Managing Human Resources in Hospitality (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

Describe the use of workforce planning in managing staffing requirements

#### Knowledge and/or skills

- ◆ Workforce planning
- ◆ Models of employment
- ◆ Shift patterns in hospitality
- ◆ Managing labour costs

### Outcome 2

Explain the recruitment and selection process.

#### Knowledge and/or skills

- ◆ Job analysis
- ◆ Job descriptions and person specifications
- ◆ Terms and conditions of employment
- ◆ Sources of recruitment
- ◆ Selection methods
- ◆ Legislative requirements

### Outcome 3

Prepare an induction programme for a new employee.

#### Knowledge and/or skills

- ◆ Benefits of induction
- ◆ The induction process
- ◆ How to prepare an induction programme

## **Higher National Unit Specification: Statement of standards (cont)**

**Unit title:** Managing Human Resources in Hospitality (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 how workforce planning can allow managers to effectively manage staffing requirements
- ◆ Describe two models of employment used in hospitality
- ◆ Examine how shift patterns can be used to effectively utilise staff
- ◆ Identify labour costs and describe how they are managed at operational level

#### **For Outcome 2**

- ◆ Analyse a job role in the hospitality industry and produce a job description and person specification for that role
- ◆ Describe typical terms and conditions associated with roles in the hospitality industry
- ◆ Select and justify two sources of recruitment for a role in the hospitality industry
- ◆ Outline the stages in the selection process
- ◆ Describe two selection methods and state the advantages and disadvantages of each
- ◆ Explain three key legislative requirements that employers must comply with when recruiting and selecting staff

#### **For Outcome 3**

- ◆ Describe the benefits of induction for both the employer and employee
- ◆ Prepare an induction programme for a new hospitality employee



## Higher National Unit Support Notes

**Unit title:** Managing Human Resources in Hospitality (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 40 hours.

### Guidance on the content and context for this unit

This unit is mandatory on the HND in Hospitality Management and the HND in Professional Cookery with Management. It is also available as an option on the HNCs in Hospitality Operations and Professional Cookery.

This unit is designed to introduce learners to the importance of managing human resources within the hospitality industry. It introduces learners to the concept of human resource planning, recruitment and selection methods, induction of staff and related legislation.

Relevant legislation should be embedded throughout this unit and centres should review employment legislation on a regular basis to ensure currency. Relevant legislation includes working time, right to work, equalities and data protection legislation.

When introducing this unit, lectures should raise awareness of the challenges faced by hospitality business when recruiting staff, eg, hard to fill vacancies, skill shortages, the impact of legislation.

#### Workforce planning should include:

- ◆ Reconciling the demand for staff with the availability of suitably qualified/experienced staff and considering the future needs of the workforce to cover business needs. This could include talking about such aspects as absences, retirements, problems in location, seasonality, age and demographics of workers and unemployment levels which all have an impact on having the correct number of skilled workers
- ◆ Models of employment commonly available in hospitality organisations, eg, full time, part time, flexi time, zero-hours, temporary, agency workers
- ◆ Shift patterns in hospitality, considering different shifts for different job roles e.g. early, late, split or night shifts
- ◆ Type of labour costs including wages/salaries, overtime, national insurance, pension contributions, any other benefits such as meals on duty, uniforms, bonuses should be discussed and describe how they are managed effectively at operational level such as forecasting accurate requirements in high/low occupancy periods, cutting or adjusting shifts, reduce overtime, having multitasking staff and managing rotas.

## Higher National Unit Support Notes (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 7)

**Recruitment and selection process should include:**

- ◆ Analysis of different job roles in the hospitality industry and identification of the skills sets required
- ◆ Creation of job descriptions and person specifications, ie:
  - Job description, ie a detailed description of the role, including all responsibilities
  - Person specification, ie personal requirements for the job, in terms of skills, experience, qualifications and personal qualities
- ◆ Terms and conditions associated with job roles in the hospitality industry, could include:
  - Hours
  - Pay; national living wage, etc
  - Staff benefits; staff discounts, uniforms, etc
- ◆ Identification and analysis of different methods of recruitment, could include:
  - Internal and external recruitment
  - Advertising — social media/online, print
  - Referrals
  - Open days
  - Use of agencies
  - E-recruiter systems
  - Online HR tools
- ◆ Managing the application process, could include:
  - Application forms
  - CVs
  - Devising appropriate questions
- ◆ Selecting learners for the job, could include:
  - Short listing
  - Interviewing — one-to-one, panel, group, phone, etc
  - Role-play
  - Work trial
  - Decision making process, eg, scoring system
- ◆ Making the appointment, could include:
  - Verbal offer
  - Written offer
  - Obtaining references
- ◆ Compliance with relevant legislation, in particular; right to work, equalities and data protection regulations

The importance of social media in the recruitment process in the hospitality industry should be highlighted and discussed.

The key stages in recruitment and selection where unlawful discrimination can occur and how this can be prevented should be discussed, although this will not be assessed.

## Higher National Unit Support Notes (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 7)

**Induction should include:**

- ◆ Reasons for having an induction programme
- ◆ Benefits of induction for both employers and employees
- ◆ Cost of induction, other than simply the financial impact
- ◆ Stages of the induction process, ie:
  - Company
  - Departmental
  - Job
  - Review of the process
- ◆ Production of an induction programme/checklist, could include:
  - Health and safety information
  - Organisational structure
  - Organisational policies
  - Introduction to colleagues
  - Allocation of uniform
  - Arranging ID badge and access to systems, etc
  - Job specific training
  - Work shadowing

### Guidance on approaches to delivery of this unit

This unit is mandatory in the HNDs Hospitality Management and Professional Cookery with Management qualifications and builds on the SCQF level 7 unit *Hospitality Supervision*.

A variety of teaching and learning approaches are appropriate for developing the knowledge and skills of this unit, eg:

- ◆ Tutor expertise
- ◆ Class and group discussion
- ◆ Individual and small group research projects
- ◆ Role-play
- ◆ Case studies
- ◆ Use of learners' own experiences

Learners should be encouraged to research the local hospitality recruitment market to become familiar with the local area needs.

Learners should also be encouraged to draw upon real work situations, policies and practice and review these in the light of their learning.

### 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.

## Higher National Unit Support Notes (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 7)

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.

This unit can be assessed in variety of ways, such as use of case studies; production of reports; responses to questions in open-book conditions, building a portfolio.

The guidance below outlines assessment guidance on an outcome by outcome basis. However, centres may wish to integrate assessment of some outcomes, eg, possible integration of assessment for Outcome 2 (Explain the recruitment and selection process) and Outcome 3 (Prepare an induction programme for a new employee).

**Outcome 1** could be assessed through extended response questions using scenarios related to workforce planning in the hospitality industry. Alternatively, a portfolio of evidence based on learners' investigation into workforce planning in the hospitality industry could be produced.

**Outcome 2** could be assessed through the production of a report based on a case study detailing the recruitment needs of a fictitious hospitality organisation. The case study should contain enough information to allow all knowledge and skills and evidence requirements to be covered.

**Outcome 3** could be assessed through the production of an induction programme for the job role identified in the case study for Outcome 2, along with additional evidence for the description of the benefits of induction programmes.

**For all outcomes** there should be evidence relating to relevant legislation throughout learners' work.

### 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](http://www.sqa.org.uk/e-assessment).



## Higher National Unit Support Notes (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 7)

### Opportunities for developing Core and other essential skills

#### ***Communication: Written Communication (Writing) at SCQF level 5***

For all outcomes, as learners 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 planning in the hospitality industry, they will be demonstrating the Core Skill component of Written Communication (Writing) at SCQF level 5.

#### ***Communication: Written Communication (Reading) at SCQF level 5***

For all outcomes, as learners are required to identify and analyse a large amount of complex information, including legislation relating to human resource management in the hospitality industry they will be demonstrating the Core Skill component of Written Communication (Reading) at SCQF level 5.

#### ***Problem Solving: Critical Thinking at SCQF level 5***

For all outcomes, learners are required to identify and analyse a large amount of complex information, in order to identify, select and justify recruitment and selection methods used in the hospitality industry. In addition, learners are required to link relevant legislation throughout their work. In doing these tasks learners will be demonstrating the Core Skill component of Critical Thinking at SCQF level 5.

#### ***Problem Solving: Planning and Organising at SCQF level 5***

For all outcomes learners are required to plan for and carry out assessment tasks in a logical sequence, ie investigate human resource planning, recruitment and selection and induction procedures — in doing so they will be demonstrating the Core Skill component of Planning and Organising at SCQF level 5.

#### ***Information and Communication Technology: Accessing Information at SCQF level 5***

Learners are likely to use the internet to identify and gather complex information on human resource management within the hospitality industry, including the impact of relevant legislation; therefore, they will be demonstrating the Core Skill component of Accessing Information level 5.

#### ***Information and Communication Technology: Providing/Creating Information at SCQF level 5***

If learners use ICT independently, effectively, and responsibly to carry out a range of processing task 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 level 5.

The Critical Thinking and Planning and Organising component of Problem Solving at SCQF level 5 are embedded in this unit. When a learner achieves the unit, their Core Skills profile will also be updated to include this component

## History of changes to unit

Version	Description of change	Date
03	Outcome 1 revised to reduced assessment requirements Evidence Requirements for Outcome 2 revised for clarification Support notes section updated to reflect changes to Outcome 1 and 2	January 2023
02	Core Skills Components Critical Thinking and Planning and Organising at SCQF level 5 embedded.	16/08/19

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## General information for learners

### Unit title: Managing Human Resources in Hospitality (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 importance of managing human resources within the hospitality industry.

Placing particular emphasis on human resource planning, this unit covers:

- ◆ The importance of human resource planning for various shift patterns within the hospitality industry
- ◆ Recruitment, selection and induction processes
- ◆ The impact of legislation

This unit is suitable for those who have completed the National Certificate (NC) at SCQF level 6 and/or have experience in a supervisory/team leading role in the hospitality industry.

The assessments for this unit will enable you to demonstrate your knowledge and understanding of human resource management in the hospitality industry through the production of reports, building a portfolio and/or answering questions

Completion of this unit will also enable you to develop the following Core Skills components:

- ◆ *Communication: Written Communication (Writing)* at SCQF level 5
- ◆ *Communication: Written Communication (Reading)* at SCQF level 5
- ◆ *Problem Solving: Critical Thinking* at SCQF level 5
- ◆ *Problem Solving: Planning and Organising* at SCQF level 5
- ◆ *Information and Communication Technology: Accessing Information* at SCQF level 5
- ◆ *Information and Communication Technology: Providing/Creating Information* at SCQF level 5

On completion of this unit, you could progress to the unit *Managing Human Resources in Hospitality* at SCQF level 8.