



## Higher National Unit Specification

### General information

**Unit title:** Managing Human Resources in Hospitality (SCQF level 8)

**Unit code:** J2EW 35

**Superclass:** AJ

**Publication date:** May 2019

**Source:** Scottish Qualifications Authority

**Version:** 04 (January 2023)

### Unit purpose

This unit is designed to further develop knowledge and understanding of the importance of managing human resources within the hospitality industry. It builds on the knowledge and skills developed in the unit *Managing Human Resources in Hospitality* at SCQF level 7.

Placing particular emphasis on the importance of effective performance management within the hospitality industry, this unit covers:

- ◆ Performance management appraisal systems
- ◆ Staff training and development
- ◆ Managing difficulties in employee relations

### Outcomes

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

- 1 Describe the key components of successful performance appraisal systems in the hospitality industry.
- 2 Examine the provision of staff training and development within a hospitality organisation.
- 3 Explain how to manage difficulties in employee relations.

### Credit points and level

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

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

**Unit title:** Managing Human Resources in Hospitality (SCQF level 8)

### Recommended entry to the unit

Entry to this unit at the discretion of the centre, however, it is recommended that learners have achieved the unit *Managing Human Resources in Hospitality* at SCQF level 7. It would also be useful if learners have good communication skills and a general awareness of the activities and contribution of human resource management within the hospitality industry, this could be demonstrated by achievement of the HN unit *Hospitality Supervision* and/or work experience in a supervisory/team leading role.

### Core Skills

Achievement of this Unit gives automatic certification of the following:

Complete Core Skill                      Problem Solving at SCQF level 6

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes for 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 8)

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 key components of successful performance appraisal systems in the hospitality industry.

#### Knowledge and/or skills

- ◆ Difference between performance management and managing performance
- ◆ Business and performance management objectives
- ◆ Performance appraisal process
- ◆ Methods of performance appraisal

### Outcome 2

Examine the provision of staff training and development within a hospitality organisation.

#### Knowledge and/or skills

- ◆ Identifying staff training and development needs
- ◆ Factors that influence training/development activities
- ◆ Staff training and development delivery tools
- ◆ Implementation of staff training/development
- ◆ Evaluation of staff training/development

### Outcome 3

Explain how to manage difficulties in employee relations

#### Knowledge and/or skills

- ◆ Controlling employee absence
- ◆ Handling grievance procedures
- ◆ Managing disciplinary procedures
- ◆ Fair and unfair dismissal

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

**Unit title:** Managing Human Resources in Hospitality (SCQF level 8)

### 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

Describe how effective performance management contributes to organisational success and describe the main components of performance appraisal. Evidence should:

- ◆ Distinguish between performance management and managing performance
- ◆ Highlight how business and performance management objectives are linked
- ◆ Describe the appraisal process and explain how it can be used effectively to provide feedback on performance and set future actions
- ◆ Describe one appraisal method and state how it could be implemented in a hospitality organisation

#### For Outcome 2

- ◆ Discuss approaches that could be taken by a hospitality organisation to identify, plan and implement staff training and development, should include:
  - The factors that influence the quality and quantity of staff training/development within a hospitality organisation
  - Methods used to identify staff training/development needs
  - Succession planning
  - Evaluation of staff training/development delivery activities
- ◆ Identify the training/development needs for two employees in different job roles
- ◆ Design a plan for the training/development of a hospitality employee

#### For Outcome 3

- ◆ Discuss the actions that could be taken to control employee absence in a hospitality organisation
- ◆ Describe the steps involved in handling grievance procedures in line with the Advisory, Conciliation and Arbitration Service (ACAS) code of practice
- ◆ Explain disciplinary procedures that could be used to fairly deal with underperformance in the workplace
- ◆ Describe the steps required to dismiss employees fairly and within the parameters of the law



## Higher National Unit Support Notes

**Unit title:** Managing Human Resources in Hospitality (SCQF level 8)

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. It is also available as an option on the HNC in Hospitality Operations and the HND in Professional Cookery.

This unit is designed to introduce learners to the importance of managing human resources in the hospitality industry. It introduces learners to the concepts of performance appraisal, staff training and development and managing difficult employee relations. This is the second of two units in human resource management for the hospitality industry.

Outcome 1 is concerned with the importance of performance management and managing performance in the hospitality industry. The following should be covered:

- ◆ Understanding the difference between performance management and managing performance and the importance for the supervisor/manager
- ◆ The importance of performance management for motivation of employees and linking employee performance objectives to business objectives
- ◆ The main components of a successful performance appraisal system, the frequency of performance appraisals and who is responsible for completing them, as well as the process involved in planning, implementing and evaluating appraisals
- ◆ The methods of appraisal could include ratings, result orientated/comparison by objectives, Behaviourally Anchored Rating Scales (BARS), upward appraisal, five conversations and 360 degree appraisal

## Higher National Unit Support Notes (cont)

### Unit title: Managing Human Resources in Hospitality (SCQF level 8)

Outcome 2 is concerned with the provision of staff training and development within a hospitality organisation.

Staff training and development should include:

- ◆ Examining the factors that influence the quality of staff development activities — ie, training and development policies, budgets, management commitment and external influences (Investors in People, etc)
- ◆ Methods of identifying the need for further training and development of staff — performance reviews, customer feedback, observations and matching with job descriptions
- ◆ The different learning and development tools available to hospitality organisations, these could include on the job training, mentoring, coaching, off the job training and the most commonly used e-learning systems. Most national/international hospitality employers have their own online training system — such as My Learning or Lobster Ink
- ◆ Planning training appropriately taking into consideration the above factors when making decisions about the training of individuals and groups of staff
- ◆ Training trackers used within the hospitality industry to ensure that all employees are completing the necessary training — ie, two hours mandatory alcohol licensing training
- ◆ Evaluations — once employees have been trained, training evaluations should be completed to ensure that training standards are maintained and improved
- ◆ The importance of succession planning and how it ensures the longevity of the organisation and continued development of staff

Outcome 3 explores the difficulties in dealing with employee relations and under performing staff. The following should be considered in this outcome:

- ◆ Absence management and how you effectively control absence - planned or unplanned. This can include not only long term and short-term sickness but maternity/paternity leave, holidays, suspensions from duty and other reasons for absence.
- ◆ What actions could be taken to lower absence and ensure that staff know what their responsibilities are in terms of the absence process and how their absence affects the workplace
- ◆ The grievance procedure put in place by the organisation to allow employees the right to raise concerns or problems within the workplace, which can include working conditions or relationships with colleagues. This should include the procedures that have to be taken to raise and resolve a grievance successfully
- ◆ The reasons for disciplining staff and the procedures both informal and formal that have to be adopted to conform to the minimum requirements as set out by the ACAS code of practice. How you plan, investigate, carry out and implement any disciplinary situation that can occur in the organisation including preparing any written records required to ensure procedural fairness and consistency.
- ◆ Dismissal and the various valid reasons for dismissal such as redundancy, termination of fixed terms contracts, misconduct etc and ensuring that all dismissals are handled fairly in line with by the ACAS code of practice. Consideration should be given to what is considered unfair reasons for dismissal and what can happen in terms of taking a claim for unfair dismissal to an employment tribunal.

## Higher National Unit Support Notes (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 8)

### Guidance on approaches to delivery of this unit

This unit is the second of two mandatory units in human resource management in the Hospitality Management HND. This unit builds on the subject areas studied in the unit *Management of Human Resources in Hospitality* at SCQF level 7, therefore it is recommended that it is delivered towards the end of the programme so that learners can draw on their experiences from industry to see the relevance of the topics discussed.

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's 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.

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.

#### Outcomes 1 and 2

Learners could be tasked with producing a report or building a portfolio of evidence based on a case study of a fictitious establishment in the hospitality industry and answering questions relating to managing difficult employee relations and any legislative requirements.

Learners could be given a brief with two employee's journeys in the company, one employee is showing real promise, skill and motivation for the job and the other is showing attitude issues and possible behaviour issues. Learners should be given the role of setting out mock appraisals for both employees. These should state how they would approach the appraisal procedures with both employees. Additionally, learners could identify that the employee with behaviour and performance issues should be identified for the initial stages of disciplinary procedures where they could discuss which level of the disciplinary procedure would be appropriate and how they would approach it.

## Higher National Unit Support Notes (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 8)

Learners could then complete a training plan and tracker for the second employee, to demonstrate how the learner would look to develop the employee further through training. Learners should identify the best method of training to upskill the employee, create a training plan and tracker for the employee to follow their own progress.

### Outcome 3

Learners could continue with the case study used in Outcome 2 or could be given smaller scenarios to allow them to solve the problems given in either the case study or scenarios so that they can answer extended response questions on issues and difficulties with members of staff and how to deal with them. It is also possible to complete this Outcome as a portfolio of evidence.

### 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).

### Opportunities for developing Core and other essential skills

#### **Communication: Written Communication (Writing)**

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 performance appraisal, staff training/development and management of difficult employee relations in the hospitality industry, they will be demonstrating the Core Skill component of Written Communication (Writing).

#### **Communication: Written Communication (Reading)**

For all outcomes, as learners are required to identify and analyse a large amount of complex information relating to performance appraisal, staff development and management difficult of employee relations in the hospitality industry they will be demonstrating the Core Skill component of Written Communication (Reading).

#### **Problem Solving: Critical Thinking**

For all outcomes, learners are required to identify, analyse and evaluate a large amount of complex information on staff performance appraisal and training/development approaches used in the hospitality industry. In addition, learners are required to investigate the processes involved with managing difficult employee relations. In doing these tasks learners will be demonstrating the Core Skill component of Critical Thinking.



## Higher National Unit Support Notes (cont)

**Unit title:** Managing Human Resources in Hospitality (SCQF level 8)

### ***Problem Solving: Planning and Organising***

For all Outcomes learners are required to plan for and carry out assessment tasks in a logical sequence, ie, identify and then evaluate performance appraisal and staff training/development methods and the processes involved with managing difficult employee relations— in doing so they will be demonstrating the Core Skill component of Planning and Organising

### ***Information and Communication Technology: Accessing Information***

Learners are likely to use the internet to identify and gather complex information on human resource management within the hospitality industry, including performance appraisal systems, staff training/development methods and legislative requirements; therefore, they will be demonstrating the Core Skill component of Accessing Information

### ***Information and Communication Technology: Providing/Creating Information***

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

This Unit has the Core Skill of Problem Solving SCQF level 6 is embedded. When a learner achieves the unit, their Core Skills profile will also be updated to include this Core Skill.

## History of changes to unit

Version	Description of change	Date
04	Outcomes 1 and 3 revised to reduce assessment requirements Support notes section revised to reflect changes to Outcomes 2 and 3	January 2023
03	Outcome 3 revised to provide flexibility Assessment Guidance revised to reflect changes to Outcome 3	09/02/22
02	Core Skill Problem Solving at SCQF level 6 embedded.	16/08/19

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## General information for learners

### Unit title: Managing Human Resources in Hospitality (SCQF level 8)

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 the importance of effective performance management within the hospitality industry, this unit covers:

- ◆ Performance management appraisal systems
- ◆ Staff training and development
- ◆ Managing difficulties in employee relations

This unit is suitable for those who have completed the HN unit *Managing Human Resources in Hospitality* at SCQF level 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 answering questions.

The Core Skill of Problem Solving SCQF level 6 is embedded in this unit. When you achieve this unit, your Core Skills profile will also be updated to include this Core Skill. Completion of this unit will also enable you to develop the following Core Skills components:

- ◆ *Communication: Written Communication (Writing)*
- ◆ *Communication: Written Communication (Reading)*
- ◆ *Information and Communication Technology: Accessing Information*
- ◆ *Information and Communication Technology: Providing/Creating Information*