



Group Award Specification for:

HNC Human Resource Management at SCQF level 7

Group Award Code: GP8K 15

HND Human Resource Management at SCQF level 8

Group Award Code: GP8L 16

Validation date: June 2019

Date of original publication: August 2019

Version: 02 (June 2020)

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1 Introduction

This document was previously known as the arrangements document. The purpose of this document is to:

- ◆ assist centres to implement, deliver and manage the qualification.
- ◆ provide a guide for new staff involved in offering the qualification.
- ◆ inform course managers, teaching staff, assessors, learners, employers and HEIs of the aims and purpose of the qualification.
- ◆ provide details of the range of learners the qualification is suitable for and progression opportunities.

1.1 Background

The HNC/D Human Resource Management (HRM) awards were developed in 1997 in response to industry demand and designed to equip learners from a variety of backgrounds with the knowledge and skills for a career in human resource management.

The awards were revised in 2005 and reviewed again in 2011 with some general updating of units taking place over the period 2011 to 2018.

The main purpose of the awards is to prepare learners for employment in a range of human resource management roles in a variety of employment settings. These awards have been designed for both school leavers and adult learners and are suitable either as a part-time or a full-time course. The HNC and HND awards are designed to match the needs of employers, in that it provides human resource management specialists who are adaptable to change, flexible in their roles and attitudes and able to develop a clear understanding of their HRM roles and responsibilities. This will enable learners to support other employees and will impact on the success of organisations.

This review reflects and continues to respond to the changing demands placed upon human resource management specialists due to innovation and development in ICT, globalization, societal and attitudinal change, economic change and changes in working practices. Underpinning the awards throughout is the view that human resource management specialists at all levels play a key role in all organisations. The knowledge and skills required to support change, manage health and well-being, and effectively communicate with co-workers are core human resource management roles and are fundamental aspects of both awards.

Human resource management roles will continue to evolve and reflect the changing requirements of organisations and society. The levels of the HNC/D support human resource management specialists in dealing with continuous change. The HNC introduces the learners to the broad field of human resource management and the HND builds on this by developing more complex ideas, theories, functions and concepts.

1.2 Title of the awards

The existing titles, HNC/D in Human Resource Management have been retained as they are widely recognised and respected, and reflect the purpose of the group awards.

1.3 Employment opportunities

The awards provide learners with a range of key knowledge and skills, eg, recruitment and selection, learning and development, interviewing skills as well as the underpinning knowledge in areas such as employment law, which should assist learners to secure employment in HRM.

The HNC will prepare learners for employment in junior positions within an HR function eg, HR assistant and the HND should prepare learners with knowledge and skills to apply for assistant HR officer or indeed HR officer.

1.4 Professional recognition

Professional recognition represents the biggest and most difficult barrier facing the HNC/D awards. The Chartered Institute of Personnel and Development (CIPD) represents over 145,000 members both in the UK and abroad and has established itself as a key policy influencer and voice for the profession. CIPD qualifications are regarded as the standard for the industry and the CIPD accredits and delivers CIPD awards across the UK and beyond. Prior to 2011 the CIPD endorsed the HNC award subject to identified units being undertaken. However, the CIPD has refined and repositioned its model aligning the higher level awards at Masters (SCQF 11) level, introducing new level and pathways and more recently premising their qualifications on a set of professional principles. These changes in structure and approach have served to widen the gap between the CIPD awards and the HNC/D awards.

While CIPD no longer accepts the HNC/D for exemptions to its professional qualifications learners would be able to apply on an individual basis requesting exemption for particular subjects on the basis of the units successfully achieved in the HNC/D.

1.5 Progression opportunities

The table below highlights opportunities for progression to and from the HNC/HND Human Resource Management:

SCQF level	NQ	HNC/HND/degree programmes	SVQs/competence qualifications/professional body
11		MSc Human Resource Management	CIPD Award, Certificate or Diploma in Human Resource Management (RQF level 7) SVQ Management
10		BA (Hons) Business Management with HRM BA (Hons) Human Resource Management	
9		BA Human Resource Management BA Business Management with HRM	CIPD Award, Certificate or Diploma in Human Resource Management (RQF level 5) SVQ Management
8		HND Human Resource Management HND Business Diploma in Management	CIPD Award, Certificate or Diploma in Human Resource Management (RQF level 5)
7		HNC Human Resource Management	SVQ Management
6	Higher Business Management		SVQ Team Leading
5	NC Business National 5 Business Management		
4	NC Business		

2 Qualification structure

2.1 Structure HNC Human Resource Management

The HNC Human Resource Management will be achieved on completion 12 SQA credits/96 SCQF credit points. This will be made up of 8 mandatory SQA credits/64 SCQF credits points and 4 optional SQA credits/32 SCQF credits points.

Mandatory units — 8 SQA/64 SCQF credits

4 code	2 code	Unit titles	SQA credit	SCQF credit points	SCQF level
J2FH	34	Human Resource Management: Introduction	1	8	7
J2FJ	34	Individual Employment Relations: Law and Practice	2	16	7
J2FK	34	Interviewing: Skills and Practice	1	8	7
J2FL	34	Human Resource Management: The Business Context	1	8	7
J2FR	34	CPD: Professional Practice	1	8	7
J2FS	34	Recruitment, Selection and Induction	1	8	7
J2HF	34	HNC Human Resource Management Graded Unit 1	1	8	7
		Total mandatory SQA credits required	8		

Optional units — 4 SQA/32 SCQF credit points

4 code	2 code	Unit titles	SQA credit	SCQF credit points	SCQF level
J2FY	34	Human Resource Management: An Introduction to Finance	1	8	7
DN3H	34	Learning and Development: An Introduction	2	16	7
F69L	34	Communication: Presenting Complex Communication for Vocational Purposes	1	8	7
HH85	35	Presentation Skills	1	8	8
HJ4W	34	Work Placement	1	8	7
J4DL	34*	Managing People and Organisations	2	16	7
H4J9	34	Payroll	1	8	7
J1BW	35	Behavioural Skills for Business	1	8	8
IT units — learners can select one unit from the following:					
FG69	33	IT in Business — Word Processing, Spreadsheets and Databases: An Introduction	1	8	6
HH82	34	Digital Technologies for Administrators	1	8	7
D75X	34	Information Technology: Applications Software 1	1	8	7
D7CY	35	Information Technology: Applications Software 2	1	8	8
D85F	34	Using Software Applications Packages	1	8	7
HH83	34	IT in Business — Spreadsheets	1	8	7
F84X	34	IT in Business — Databases	1	8	7
		Total optional SQA credits required	4		

2.2 Structure HND Human Resource Management

The HND Human Resource Management will be achieved on completion 30 SQA credits/240 SCQF credit points. This will be made up of the 20 mandatory SQA credits/160 SCQF credits and 10 optional SQA credits/80 SCQF credits.

Mandatory units — 20 SQA/160 SCQF credit points

4 code	2 code	Unit titles	SQA credit	SCQF credit points	SCQF level
J2FH	34	Human Resource Management : Introduction	1	8	7
J2FJ	34	Individual Employment Relations: Law and Practice	2	16	7
J2FK	34	Interviewing: Skills and Practice	1	8	7
J2FL	34	Human Resource Management: the Business Context	1	8	7
J2FR	34	CPD: Professional Practice	1	8	7
J2FS	34	Recruitment, Selection and Induction	1	8	7
J2HF	34	HNC Human Resource Management Graded Unit 1	1	8	7
J2FT	34	Collective Employment Relations: Law and Practice	1	8	7
H1XV	35	Research Methods in Human Resource Management	1	8	8
J2FV	35	Employee Resourcing and Talent Management	2	16	8
DN3H	34	Learning and Development: An Introduction	2	16	7
J1BW	35	Behavioural Skills for Business	1	8	8
F7J7	35	Business Culture and Strategy	2	16	8
J2FY	34	Human Resource Management: An Introduction to Finance	1	8	7
J2HG	35	HND Human Resource Management Graded Unit 2	2	16	8
Total mandatory SQA credits required			20		

Optional units — 10 SQA/80 SCQF credit points

4 code	2 code	Unit titles	SQA Credit	SCQF credit points	SCQF level
F69L	34	Communication: Presenting Complex Communication for Vocational Purposes	1	8	7
H4J9	34	Payroll	1	8	7
J4DL	34*	Managing People and Organisations	2	16	7
H1XT	35	Human Resource Management: The International Context	1	8	8
H1XR	35	Human Resource Management: Performance Management	1	8	8
DN7H	35	Human Resource Management: Employee Reward	1	8	8

4 code	2 code	Unit titles	SQA Credit	SCQF credit points	SCQF level
H1XP	35	Human Resource Management: Supporting Organisational Change	1	8	8
DN7E	35	Human Resource Management: Employee Relationship Management	1	8	8
HH85	35	Presentation Skills	1	8	8
J2JX	35	Applying Interpersonal Communication Theory	1	8	8
DE0Y	35	E-learning: Production: Project Management for Content Production	1	8	8
HJ4W	34	Work Placement	1	8	7
IT units — learners can select one unit from the following:					
FG69	33	IT in Business — Word Processing, Spreadsheets and Databases: An Introduction	1	8	6
HH82	34	Digital Technologies for Administrators	1	8	7
D75X	34	Information Technology: Applications Software 1	1	8	7
D7CY	35	Information Technology: Applications Software 2	1	8	8
D85F	34	Using Software Applications Packages	1	8	7
HH83	34	IT in Business — Spreadsheets	1	8	7
F84X	34	IT in Business — Databases	1	8	7
		Total SQA credits required	10		

3 Aims of the qualifications

The principle aim of these revised HNC/D Human Resource Management awards is to provide the knowledge and skills required of a contemporary human resource management specialist. This aim being to build and develop the practical application of human resource management functions that allows HRM specialists to deal effectively with their everyday tasks in ever changing environments.

3.1 General aims of the qualifications

The HNC and HND Human Resource Management have a range of broad aims that are generally applicable to all equivalent Higher Education qualifications. Some of these general aims are:

- ◆ Develop knowledge and skills such as planning, analysing and synthesizing
- ◆ Develop employment skills and enhance employment prospects
- ◆ Enable progression within the SCQF
- ◆ Develop study and research skills
- ◆ Develop transferable skills/Core Skills
- ◆ Provide academic stimulus and challenge and foster an enjoyment of the subject

3.2 Specific aims of the qualifications

The specific aims of the HNC Human Resource Management are to:

- 1 Enable learners to develop knowledge and understanding of the operational areas of HRM
- 2 Develop learners' skills, knowledge and understanding of practical and administrative areas of HRM as preparation for employment at an appropriate level
- 3 Develop a range of core and transferable skills essential within HRM
- 4 Prepare learners for progression to further studies in HRM or related disciplines

The specific aims of the HND Human Resource Management are to:

- 5 Enable learners to develop skills and knowledge in a wider range and complexity of HRM issues
- 6 Develop learners' skills, knowledge, understanding and application of main theories and more complex issues of HRM as preparation for employment at an appropriate level
- 7 Provide opportunities to enhance the core capabilities and behaviours needed for a successful career in human resource management
- 8 Develop a range of core and transferable skills essential for research and evaluation within HRM
- 9 Prepare learners for progression to further study in HRM at university or with a professional body

3.3 Graded units

The graded units are designed to assess the learner's ability to retain the knowledge and/or skills gained in the units of the group awards, to grade the learner's achievement and to meet the key aims of the group awards.

The graded units for the HNC and the HND in HRM are project-based. They are investigations that are designed to reflect the skills required in planning, developing and evaluating projects and are suited for learners entering the various career paths in HRM and therefore meet the aims of both awards.

As required by the HN Design Principles, HNC and HND Human Resource Management contain two graded units, which learners must achieve, ie:

- ◆ For the HNC Award, learners must achieve *Human Resource Management: Graded Unit 1* which is one single credit Graded Unit at SCQF level 7.
- ◆ For the HND Award, learners must achieve *Human Resource Management: Graded Unit 2* which is a double credit Graded Unit at SCQF level 8, together with the *Human Resource Management: Graded Unit 1* from the HNC award.

These graded units are revised versions of the previous graded units.

4 Recommended entry to the qualifications

Entry to the HNC and HND in HRM is at the discretion of the centre. The following information on prior knowledge, skills, experience or qualifications that provide suitable preparation for this qualification has been provided for guidance by the Qualification Design Team.

For entry to the HNC Human Resource Management, learners would benefit from having attained the skills, knowledge and understanding required by one or more of the following or equivalent qualifications and/or experience:

The benchmark for entry to this award has been taken as SCQF level 5 for all Core Skills except *Numeracy* which is set at SCQF level 4. The awards are designed to develop all Core Skills towards SCQF levels 5 and 6 as appropriate.

In addition centres may wish to specify:

- ◆ Any relevant Scottish Group Award at SCQF level 5 or SCQF level 6
- ◆ Any two relevant National Courses at SCQF level 6 together with three at SCQF level 5 or above
- ◆ An SVQ in a relevant area at SCQF level 5 or 6

Mature learners with no qualifications but with suitable workplace experience and/or skills may be accepted.

Entry to the HND Human Resource Management

In order to achieve the HND in Human Resource Management, learners must gain a total of 30 SQA credits from the appropriate parts of the award structure. Access to the HND in HRM typically varies between a requirement to have a minimum of between 12 and 15 credits, usually including all of the HNC Human Resource Management mandatory units.

4.1 Core Skills entry profile

The Core Skill entry profile provides a summary of the associated assessment activities that exemplify why a particular level has been recommended for this qualification. The information would be used to identify if additional learning support needs to be put in place for learners whose Core Skills profile is below the recommended entry level or whether learners should be encouraged to do an alternative level or learning programme.

Core Skill	Recommended SCQF entry profile	Associated assessment activities
Communication	5	Written papers, reports, projects and presentations (oral and written) to questions and case studies based on non-routine and complex business problems/scenarios.

Core Skill	Recommended SCQF entry profile	Associated assessment activities
Numeracy	4	Understand, present and interpret a range of statistical, graphical and financial information particularly in <i>Human Resource Management: An Introduction to Finance</i> and the <i>Business Culture and Strategy</i> units.
Information and Communication Technology (ICT)	5	Use and application of standard ICT packages eg, Google Docs, Microsoft Office, Sage in order to research, interpret and present financial and numerical data particularly in the <i>Human Resource Management: An Introduction to Finance</i> and the <i>Research Methods in Human Resource Management</i> units.
Problem Solving	5	Problem solving is fundamental across a number of units and is embedded within the graded units.
Working with Others	5	Learners will demonstrate a high level of autonomy across all units and will also have to demonstrate their ability to connect with colleagues and this is specifically addressed in the <i>Interviewing: Skills and Practice</i> and <i>Recruitment, Selection and Induction</i> units.

5 Additional benefits of the qualification in meeting employer needs

This qualification was designed to meet a specific purpose and what follows are details on how that purpose has been met through mapping of the units to the aims of the qualification. Through meeting the aims, additional value has been achieved by linking the unit standards with those defined in national occupational standards and/or trade/professional body requirements. In addition, significant opportunities exist for learners to develop the more generic skill, known as Core Skills through doing this qualification.

5.1 Mapping of qualification aims to mandatory units

The general aims of the HNC/HND Human Resource Management are covered by all units.

Code	Unit title	Specific aims of the HNC Human Resource Management			
		1	2	3	4
J2FH 34	Human Resource Management : Introduction	X	X	X	X
J2FJ 34	Individual Employment Relations: Law and Practice	X	X	X	X
J2FK 34	Interviewing: Skills and Practice	X	X	X	X
J2FL 34	Human Resource Management: The Business Context	X	X	X	X
J2FR 34	CPD: Professional Practice	X	X	X	X
J2FS 34	Recruitment, Selection and Induction	X	X	X	X
J2HF 34	HNC Human Resource Management Graded Unit 1	X	X	X	X

The specific aims of the HNC Human Resource Management are to:

- 1 Enable learners to develop knowledge and understanding of the operational areas of HRM
- 2 Develop learners' skills, knowledge and understanding of practical and administrative areas of HRM as preparation for employment at an appropriate level
- 3 Develop a range of core and transferable skills essential within HRM
- 4 Prepare learners for progression to further studies in HRM or related disciplines

Code	Unit title	Specific aims of the HND Human Resource Management				
		5	6	7	8	9
J2FT 34	Collective Employment Relations: Law and Practice	X	X	X	X	X
H1XV 35	Research Methods in Human Resource Management	X	X	X	X	X
J2FV 35	Employee Resourcing and Talent Management	X	X	X	X	X
DN3H 34	Learning and Development: An Introduction		X	X	X	X
J1BW 35	Behavioural Skills for Business		X	X		X
F7J7 35	Business Culture and Strategy		X	X		X
J2FY 34	Human Resource Management: An Introduction to Finance	X	X	X		X
J2HG 35	HND Human Resource Management Graded Unit 2	X	X	X	X	X

The specific aims of the HND Human Resource Management are to:

- 5 Enable learners to develop skills and knowledge in a wider range and complexity of HRM issues
- 6 Develop learners' skills, knowledge, understanding and application of main theories and more complex issues of HRM as preparation for employment at an appropriate level
- 7 Provide opportunities to enhance the core capabilities and behaviours needed for a successful career in human resource management
- 8 Develop a range of core and transferable skills essential for research and evaluation within HRM
- 9 Prepare learners for progression to further study in HRM at university or with a professional body

5.2 Mapping of National Occupational Standards (NOS)

The table below provides a mapping of the HNC/HND mandatory units to the National Occupational Standards (NOS) for Human Resource Management. These NOS were developed by Skills CFA, the government recognised standards setting body for HRM.

Code	Unit title	NOS code and title
J2FH 34	Human Resource Management : Introduction	CFAHR1 — Implement and evaluate an HR strategy CFAHR6 — Develop HR policies CFAHR14 — Plan the structure and design of the HR function CIPD 3HRC — Understanding organisations and the role of HR
J2FJ 34	Individual Employment Relations: Law and Practice	CFAHR11 — Plan and implement employee relations strategy CFAHR6 — Develop HR policies CFAHR11 — Plan and implement employee relations strategy CIPD 5EML — Employment law
J2FK 34	Interviewing: Skills and Practice	CFAHR7 — Plan and deliver recruitment CFAREC6 — Assess jobseekers
J2FL 34	Human Resource Management: The Business Context	CFAHR6 — Develop HR policies CIPD 5CHR — Business issues and the contexts of HR
J2FR 34	CPD: Professional Practice	CIPD 5DVP — Developing professional practice
J2FS 34	Recruitment, Selection and Induction	CFAHR7 — Plan and deliver recruitment CIPD 3CJA — Contributing to the process of job analysis
J2FT 34	Collective Employment Relations: Law and Practice	CFAHR8 — Manage and facilitate people release CAFHR12 — Deliver employment relations negotiations CIPD 5EML — Employment law
H1XV 35	Research Methods in Human Resource Management	CFAHR1 — Implement and evaluate an HR strategy
J2FV 35	Employee Resourcing and Talent Management	CFAHR5 — Develop organisational talent CFAHR7 — Plan and deliver recruitment CFAREC1 — Develop a resourcing strategy CIPD 3RTO — Resourcing talent
DN3H 34	Learning and Development: An Introduction	CIPD 3DEL — Delivering learning and development activities
J1BW 35	Behavioural Skills for Business	CFAM&LBA3 — Lead your team
F7J7 35	Business Culture and Strategy	CFAM&LBA8 — Develop your organisation's values and culture
J2FY 34	Human Resource Management: An Introduction to Finance	CAFHR14 — Plan the structure and design of the HR function

5.3 Mapping of Core Skills development opportunities across the qualifications

Unit code	Unit title	Communication			Numeracy		ICT		Problem Solving			Working with Others	
		Written (Reading)	Written (Writing)	Oral	Using Number	Using Graphical Information	Accessing Information	Providing/Creating Information	Critical Thinking	Planning and Organising	Reviewing and Evaluating	Working Co-operatively with Others	Reviewing Co-operative Contribution
J2FH 34	Human Resource Management: Introduction	X	X	X			X	X	X			X	
J2FJ 34	Individual Employment Relations: Law and Practice	X	X	X			X	X	X	X	X	X	X
J2FK 34	Interviewing: Skills and Practice	X	X	X			X	X	X	X	X	X	X
J2FL 34	Human Resource Management: The Business Context	X	X	X			X	X				X	X
J2FR 34	CPD: Professional Practice	X	X	X			X	X	X	X	X	X	
J2FS 34	Recruitment, Selection and Induction	X	X	X			X	X		X	X	X	X
J2HF 34	HNC Human Resource Management Graded Unit 1	X	X				X	X	X	X	X	X	
J2FT 34	Collective Employment Relations: Law and Practice	X	X	X			X	X	X	X	X	X	
H1XV 35	Research Methods in Human Resource Management	X	X	X			X	X	X	X	X		
J2FV 35	Employee Resourcing and Talent Management	X	X	X			X	X	X	X	X	X	
DN3H 34	Learning and Development: An Introduction	X	X	X			X	X	X	X	X	X	X
J1BW 35	Behavioural Skills for Business	X	X				X	X	X	X	X	X	X
F7J7 35	Business Culture and Strategy	X	X			X			X	X	X		
J2FY 34	Human Resource Management: An Introduction to Finance	X	X		X	X	X	X					
J2HG 35	HND Human Resource Management Graded Unit 2	X	X				X	X	X	X	X	X	

5.4 Assessment strategy for the qualifications

Unit	Assessment				
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Human Resource Management : Introduction	Open-book. Integrated report.	Open-book. Presentation or report. Outcomes 2 and 3 can be combined in holistic assessment (different format to be used from Outcome 1).			
Individual Employment Relations: Law and Practice	Open-book. Supervised conditions. Responding to questions on a case study or giving a presentation.				Report or briefing paper in response to case study.
Interviewing: Skills and Practice	Can be ongoing assessment or end of unit assessment. Role play — interviews supported by written evidence.				
Human Resource Management: The Business Context	Open-book. Responding to questions on a case study.	Open-book. Short response questions in response to case study.	Open-book. Integrated report.		
CPD: Professional Practice	Open-book. Brief report.	Practical assessment combining outcomes 2 and 3, accrued evidence, in form of portfolio/report.			
Recruitment, Selection and Induction	Outcomes 1 and 2 can be combined in a holistic assessment. Portfolio/report with practical element.		Open-book. Set of questions to provide evidence eg, induction pack.		
HNC Human Resource Management Graded Unit 1	Open-book. Investigative report.				
Collective Employment Relations: Law and Practice	Extended response answers to questions based on a case study in open-book conditions or submission of a report.		Practical assignment which might include a report/briefing in open-book conditions or employment relations interview based on a case study.		

Unit	Assessment				
	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Research Methods in Human Resource Management	Response to open-book questions or production of a report.	Major part of Outcomes 2 and 3 assessment is of a practical nature and producing a research report in open-book conditions.			
Employee Resourcing and Talent Management	Open-book. Responses to report or extended response to case study.	Open-book. Response to evaluation report or extended response to case study.	Open-book with evaluation report/response or extended response to case study materials.		
Learning and Development: An Introduction	Open-book assessment in the form of a report based on a case study or work situation.	Open-book assessment in the form of a report.	Practical activity.	Practical activity which can be integrated with Outcome 3.	Practical activity.
Behavioural Skills for Business	All three outcomes can be combined into a single holistic assessment based on a case study. Each outcome can also be assessed individually. Evidence can be from case study or work place.				
Business Culture and Strategy	All five outcomes can be combined into a single holistic assessment. Extended responses to questions based on a case study or submission of a report based on questions. If using individual outcome assessments these should be based on different organisations/case studies.				
Human Resource Management: An Introduction to Finance	Practical task in closed-book supervised conditions.	Closed-book supervised conditions. Learner may use course materials/notes. Outcomes can be assessed together or individually.			
HND Human Resource Management Graded Unit 2	Open-book project proposal and report.				

6 Guidance on approaches to delivery and assessment

Context and content

The revised awards focus on the skills that allow HRM specialists to address challenges in the modern workplace. It aims to provide the learning and ideas to build skills of personal resilience, confidence and empathy with colleagues in diverse and unusual circumstances. In addition it seeks to build a set of practical skills that learners can utilise in their current or future workplace. The revised awards also provide a working knowledge of the key HRM functional areas.

The context and content of these revised awards need to be real, learner led and reflective of current HRM issues.

Delivery and assessment

Delivery

Centres can deliver the HNC/HND in Human Resource Management on a full-time or part-time basis or on a blended learning model. The awards and all of the units within can be delivered through a variety of approaches face-to-face, on line or combinations of these.

Centres are encouraged to use the unit *Continuing Professional Development: Professional Practice* as a continuous theme in the delivery of the course by encouraging learners to retain an active personal development log. This is now established practice within the field and could assist, eg, with future membership of CIPD.

Centres with smaller numbers of learners may wish to offer the qualification on a part time 'roll-on roll-off' basis. This as an option, would operate with learners entering the awards at fixed points. Some separation may be required at certain points, eg, to allow those who have completed several units to begin their graded unit whilst an introductory unit such as *Human Resource Management: Introduction* is delivered to new learners.

Assessment

The design principles for HN awards encourage a holistic approach to assessment and this has been adopted in HNC/HND in Human Resource Management awards. Emphasis is placed on assessing whole outcomes or a combination of outcomes. However, there are opportunities to assess on a whole unit basis and to integrate assessment across units.

A significant amount of care has gone into the unit contents and the assessment of learner knowledge and skills. To this end, units have been specifically designed to complement each other whilst, at the same time, eliminating overlap across the units.

In addition to traditional assessments such as reports, essays and case studies, innovative arrangements also let learners use ICT for providing their evidence and other methods, such as group or collaboration assessment; away days; residential exercises; posters etc. This can assist in reducing the amount of assessment and also increases flexibility with learners choosing tools and techniques appropriate to their own situation. Integration of assessment across units is encouraged.

Assessment exemplars are provided for exemplification for most of the mandatory units, these include advice on both the traditional assessment methods and approaches using ICT, etc. Assessment exemplars are accessible via the secure website which is available to centres via their SQA Coordinator.

6.1 Sequencing/integration of units

HNC Sequencing (Year 1 of the HND award)

The HRM awards are designed to provide flexibility in approach and generally may be taught in any order with the exception of the graded units, which must be completed along with or following completion of mandatory units. For centres, how the awards are delivered may be dependent upon the availability of resources, staff and general timetabling requirements.

A suggested sequence of delivery for the HNC/D Human Resource Management awards is outlined in the following tables:

HNC Human Resource Management (HND YR 1)			HND Human Resource Management (HND YR 2)		
Block 1	Block 2	Block 3	Block 1	Block 2	Block 3
Human Resource Management: Introduction (1 credit)	Human Resource Management: The Business Context (1 credit)	Office Technologies Option 5 (1 credit)	Research Methods in Human Resource Management (1 credit)	Employee Resourcing and Talent Management (2 credits)	
Interviewing: Skills and Practice (1 credit)	Presentation Skills Option 2 (2 credits)	Behavioural Skills for Business *Option 6 (1 credit)	Collective Employment Relations: Law and Practice (1 credit)	Business Culture and Strategy (2 credits)	
CPD: Professional Practice (1 credit)	Human Resource Management: An Introduction to Finance *Option 3 (1 credit)	HNC Human Resource Management Graded Unit 1	Learning and Development: An Introduction Option (7 credit)		Human Resource Management: Employee rewards (1 credit)
Recruitment, Selection and Induction (1 credit)	Individual Employment Relations: Law and Practice (2 credit)		Using Software Applications Packages Option (8 credits)	Human Resource Management: Supporting Organisational Change Option 9 (1 credit)	Human Resource Management: Performance Management Option 10 (1 credit)
IT in Business – Word Processing, Spreadsheets and Databases: An introduction Option 1 (1 credit)	Managing People and Organisations Option 4 (2 credits)		Communication: Presenting Complex Communication for Vocational Purpose (1 credit)	HND Human Resource Management Graded Unit 2 (2 credits)	

* *Human Resource Management: An Introduction to Finance* and *Behavioural Skills for Business* are optional units within the HNC framework and mandatory units within the HND framework.

Please note: for those learners exiting at HNC level, a minimum of 12 SQA credits including all HNC mandatory units are required to achieve the award.

6.2 Recognition of prior learning

SQA recognises that learners gain knowledge and skills acquired through formal, non-formal and informal learning contexts.

In some instances, a full group award may be achieved through the recognition of prior learning. However, it is unlikely that a learner would have the appropriate prior learning and experience to meet all the requirements of a full group award.

The recognition of prior learning may **not** be used as a method of assessing in the following types of units and assessments:

- ◆ HN Graded Units
- ◆ Course and/or external assessments
- ◆ Other integrative assessment units (which may or not be graded)
- ◆ Certain types of assessment instruments where the standard may be compromised by not using the same assessment method outlined in the unit
- ◆ Where there is an existing requirement for a licence to practice
- ◆ Where there are specific health and safety requirements
- ◆ Where there are regulatory, professional or other statutory requirements
- ◆ Where otherwise specified in an assessment strategy

More information and guidance on the *Recognition of Prior Learning* (RPL) may be found on our website www.sqa.org.uk.

The following sub-sections outline how existing SQA unit(s) may contribute to this group award. Additionally, they also outline how this group award may be recognised for professional and articulation purposes.

6.2.1 Articulation and/or progression

There are opportunities for learners undertaking the HNC and HND in Human Resource Management to progress to further study, for example, those achieving the HNC would be able to progress to the HND in Human Resource Management. There may also be opportunities for learners achieving the HNC or HND in Human Resource Management to progress to the second or third year of a relevant degree programme.

The table in Section 1 provides examples of possible progression routes.

6.2.2 Transitional arrangements

As the aims and content of the previous and revised group awards are broadly the same, learners in the transitional phase should not be adversely affected. The following outlines possible scenarios and ways of crediting learners' previous achievement:

- ◆ Learners who have been certificated for the HNC in Human Resource Management (GF9N 15) will be able to complete the current HND in Human Resource Management (GF9P 16) using either current or revised units. The HND in Human Resource Management (GF9P 16) framework will incorporate the revised units where these have been identified as direct replacements.
- ◆ Where learners have partially completed the HNC in Human Resource Management (GF9N 15) via a number of discrete units, credit transfer will need to be agreed on a unit-by-unit basis for the revised HNC.
- ◆ Where learners have partially completed the HND in Human Resource Management (GF9P 16) via a number of discrete units, credit transfer will need to be agreed on a unit-by-unit basis for the revised HND.

6.2.3 Credit transfer

Credit transfer can be given where there is broad equivalence between the subject related content of the unit (or combination of units). Learners who are given credit transfer between the previous HN Units and new/revised HN Units must still satisfy all other conditions of SQA's HN Design Principles for the group award, including the:

- ◆ Mandatory units
- ◆ Correct number of credits at the correct SCQF level

The credit transfer arrangements have been reviewed by the external verifier for the verification group and guidance on credit transfer of the revised units is shown in the table below. This guidance is subject to the centre's internal verification processes.

Previous unit	Current unit	Credit transfer
Human Resource Management : Introduction (H1KP 34)	Human Resource Management : Introduction (J2FH 34)	Full credit transfer
Individual Employment Relations: Law (H2MK 34)	Individual Employment Relations: Law and Practice (J2FJ 34)	Both single credit units required for full credit transfer
Individual Employment Relations: Practice (H29W 34)		
Interviewing (H1XM 34)	Interviewing: Skills and Practice (J2FK 34)	Full credit transfer
Human Resource Management: The Business Context (H1XL 34)	Human Resource Management: The Business Context (J2FL 34)	Full credit transfer
Continuing Professional Development: Introduction (H1XJ 34)	CPD: Professional Practice (J2FR 34)	Full credit transfer
Recruitment, Selection and Induction (H1XK 34)	Recruitment, Selection and Induction (J2FS 34)	Full credit transfer
Collective Employment Relations: Law (DN7D 34)	Collective Employment Relations: Law and Practice (J2FT 34)	Full credit transfer
Employee Resourcing and Talent Management (H29V 35)	Employee Resourcing and Talent Management (J2FV 35)	Full credit transfer
Learning and Development: An Introduction (DN3H 34)	Learning and Development: An Introduction (DN3H 34)	No change
Behavioural Skills for Business (F84L 35)	Behavioural Skills for Business (J1BW 35)	Full credit transfer
Business Culture and Strategy (F7J7 35)	Business Culture and Strategy (F7J7 35)	No change
Human Resource Management: An Introduction to Finance (H1XN 34)	Human Resource Management: An Introduction to Finance (J2FY 34)	Full credit transfer

6.3 Opportunities for e-assessment

E-assessment may be particularly appropriate for some assessments across both awards. 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. A number of the units may lend themselves to e-assessment approach in particular *CPD: Professional Practice, Research Methods in Human Resource Management and IT in Business — Word Processing, Spreadsheets and Databases: An Introduction* where an online portfolio could provide a flexible alternative way of collecting evidence. 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.

6.4 Support materials

Assessment Support Packs (ASPs) are being produced for the following units.

Unit title
Human Resource Management: Introduction
Human Resource Management: The Business Context
Individual Employment Relations: Law and Practice
Interviewing: Skills and Practice
Recruitment, Selection and Induction
Human Resource Management: Graded Unit 1
Human Resource Management: An Introduction to Finance
Collective Employment Relations Law and Practice
Employee Resourcing and Talent Management
Human Resource Management: Graded Unit 2

6.5 Resource requirements

There are no specific resource requirements for the award. It is expected that centres delivering the HNC/D Human Resource Management awards will have appropriate delivery staff in place with experience in the various subjects. General resources such as classroom, online delivery models and general access to reference and support materials via a library or internet resources are sufficient for delivery of the programmes.

7 General information for centres

Equality and inclusion

The unit specifications making up this group award have been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners will 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.

Internal and external verification

All assessments used within this/these qualification(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* (www.sqa.org.uk/GuideToAssessment).

8 Glossary of terms

Embedded Core Skills: is where the assessment evidence for the unit also includes full evidence for complete Core Skill or Core Skill components. A learner successfully completing the unit will be automatically certificated for the Core Skill. (This depends on the unit having been successfully audited and validated for Core Skills certification.)

Finish date: The end of a group award's lapsing period is known as the finish date. After the finish date, the group award will no longer be live and the following applies:

- ◆ learners may not be entered for the group award
- ◆ the group award will continue to exist only as an archive record on the Awards Processing System (APS)

Graded unit: Graded units assess learners' 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 learners to retain and adapt their skills and knowledge.

Lapsing date: When a group award is entered into its lapsing period, the following will apply:

- ◆ the group award will be deleted from the relevant catalogue
- ◆ the group award specification will remain until the qualification reaches its finish date at which point it will be removed from SQA's website and archived
- ◆ no new centres may be approved to offer the group award
- ◆ centres should only enter learners whom they expect to complete the group award during the defined lapsing period

SQA credit value: The credit value allocated to a unit gives an indication of the contribution the unit makes to an SQA group award. An SQA credit value of 1 given to an SQA unit represents approximately 40 hours of programmed learning, teaching and assessment.

SCQF: The Scottish Credit and Qualification Framework (SCQF) provides the national common framework for describing all relevant programmes of learning and qualifications in Scotland. SCQF terminology is used 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: SCQF credit points provide a means of describing and comparing the amount of learning that is required to complete a qualification at a given level of the Framework. One National Unit credit is equivalent to 6 SCQF credit points. One National Unit credit at Advanced Higher and one Higher National Unit credit (irrespective of level) is equivalent to 8 SCQF credit points.

SCQF levels: The level a qualification is assigned within the framework is an indication of how hard it is to achieve. The SCQF covers 12 levels of learning. HNCs and HNDs are available at SCQF levels 7 and 8 respectively. Higher National Units will normally be at levels 6–9 and graded units will be at level 7 and 8. National Qualification Group Awards are available at SCQF levels 2–6 and will normally be made up of National Units which are available from SCQF levels 2–7.

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

Signposted Core Skills: Refers to opportunities to develop Core Skills that arise in learning and teaching but are not automatically certificated.

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. Centres are advised to check SQA's APS Navigator to confirm they are using the up to date qualification structure.

NOTE: Where a unit is revised by another unit:

- ◆ No new centres may be approved to offer the unit which has been revised.
- ◆ Centres should only enter candidates for the unit which has been revised where they are expected to complete the unit before its finish date.

Version Number	Description	Date
02	Revision of Unit: F84T 34 Managing People and Organisations (finish date 31/07/2023) has been replaced by J4DL 34 Managing People and Organisations (start date 01/08/20) for both frameworks	03/07/20

Acknowledgement

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of this qualification.

9 General information for learners

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

Whether you are already a Human Resource Management (HRM) specialist or have a role that requires you to possess knowledge of the HRM subject area or you aspire to become a HRM specialist — you have just made a vitally important decision for your future and we are delighted that you have decided to study for your HNC/D Human Resource Management award. The awards are well respected by employers and are highly valued by holders of the qualification.

The awards will give you the opportunity to become a qualified and knowledgeable HRM specialist. The awards have been developed through rigorous research and contain invaluable knowledge and skills as specified by the National Occupational Standards (NOS) for Human Resource Management that are at the forefront of current practices within leading organisations.

As well as helping to improve your HRM skills and knowledge, these awards can provide a flexible route to progress to further study in higher education. The HNC and HND can be completed on a full-time programme or on a part-time basis. Alternatively, these awards can also be undertaken in an open learning or a 'mixed mode' form of delivery. Your chosen centre will be able to advise you on the modes of delivery available to you.

The HNC and HND in Human Resource Management (HRM) are designed to equip you with the knowledge, understanding and skills to allow you to gain employment in an HRM role or HRM-related roles. The HNC will prepare you for employment in junior positions within an HR function eg, HR assistant and the HND should prepare you with knowledge and skills to apply for assistant HR officer or indeed HR officer.

The HNC/HND also provides opportunities for you to progress in your education and studies, eg to higher education (BA (Hons) Human Resource Management) or professional qualifications. The normal time frame for completing the HNC is 1 year and 2 years for the HND award.

HNC in Human Resource Management

The HNC will provide you with a clear understanding of the functions involved in human resource management. The award comprises of 12 SQA credits (96 SCQF credit points), of which 8 (64 SCQF credit points) are mandatory. The mandatory section provides you with a general background and introduction to key human resource management functions such as:

- ◆ Individual employment relations — both law and practice
- ◆ Interviewing
- ◆ Recruitment
- ◆ Selection
- ◆ Induction
- ◆ CPD: Professional Practice
- ◆ Putting HRM in the business context

This award also offers you a choice of optional units in areas such as, IT; finance; communication; presentation skills and office technologies; and other relevant topics. In addition to the 8 mandatory SQA credits, you will need to achieve 4 optional SQA credits to gain the HNC award.

HND in Human Resource Management

This is a more advanced award and is made up of 30 SQA credits (240 SCQF credit points); of which 20 SQA credits are mandatory. In practice, if you are undertaking the HND award it is likely that you will complete 15 SQA credits in both the first and second years of your course. In addition to the topics covered in the HNC in HRM, the mandatory section also covers areas such as:

- ◆ Employee resourcing and talent management
- ◆ Research methods in HRM
- ◆ Behavioural skills for business
- ◆ Business culture and strategy
- ◆ Learning and development
- ◆ Legislation regarding collective employment relations

As with the HNC award there is a range of optional units which cover topics such as performance management; employee reward; organisational change; employee relationship management; IT; finance; managing people; communication; presentation skills; e-learning etc. To achieve the HND in HRM you will need to complete the 20 mandatory SQA credits and 10 of the optional SQA credits.

The HNC/D in HRM will involve a wide range of assessments which can include the production of reports; responding to questions; use of case study materials; role plays; presentations, etc. Your chosen centre will confirm the exact assessment arrangements.

Both awards include a graded unit, which are designed to assess your ability to retain and integrate the knowledge and skills gained in the awards and also to grade your achievement. The graded units are project based and you will be required to undertake investigations that are designed to reflect the skills required in planning, developing and evaluating projects. These skills will assist in preparing you for employment.

There are three grades:

- A — if you achieve 70% or over
- B — if you achieve between 60% and 69%
- C — if you achieve between 50% and 59%

We sincerely hope you enjoy your chosen course and wish you every success.