

Unit 28: Personnel and Human Resources

Unit code: D/600/6109

QCF Level 3: BTEC National

Credit value: 10

Guided learning hours: 60

● Aim and purpose

The aim of this unit is to give learners an insight into the ways in which employees can help to achieve organisational objectives. The unit introduces learners to various aspects of employment law.

● Unit introduction

Organisations need their employees to contribute effectively to fulfil organisational purposes. Many organisations say that their employees are their most valuable resource, and this is especially relevant in the public services. Human resources are a major cost to an organisation and so it is essential to ensure that the workforce consists of individuals with relevant skills, knowledge and attitudes.

Employers have expectations that their staff will perform at the highest level; even when public service personnel have been carefully selected and recruited it is important that their contribution to the organisation is maximised. They will need to be properly managed throughout their service.

This unit will help learners to understand an organisation, its structure, the way it works and its culture. Managers need to know how to motivate employees and win their commitment to the organisation. Organisations need to develop their employees to meet internal and external change. People are expected to work in ever-changing groups and will need to be flexible and adaptable.

The relationship between employers and employees is controlled largely by legislation, which is continually being revised and updated. In this unit learners will be introduced to employment law and the different methods of employing and contracting staff. Contracts of employment are governed by legislation and regulations that give rise to rights and responsibilities.

It is important that organisations have procedures in place for terminating contracts of employment; these procedures should be properly managed and implemented if disputes are to be avoided. Learners will investigate the methods of terminating contracts within their chosen public service.

Centres must ensure that the most up-to-date employment law is studied.

● Learning outcomes

On completion of this unit a learner should:

- 1 Know the factors that are involved in human resource planning in public service organisations
- 2 Know how a public service organisation motivates its employees
- 3 Know how employment legislation impacts on different types of contract
- 4 Understand the rights and responsibilities of employees and employers
- 5 Understand the importance of managing employee performance at work
- 6 Know how contracts of employment may be terminated.

Unit content

1 Know the factors that are involved in human resource planning in public service organisations

Internal planning factors: organisational needs eg demand for products and services, new products and services; technological change; skills requirements; workforce profiles (age, gender, length of service, ethnicity, ability)

External planning factors: government policy and funding; changing nature of work; workforce skills; employee expectations eg full time, part time, demand for product and services

Employee skills: people as organisational resources; skill sets – generic and specialist; skill acquisition; skills audit; transferability of skills; impact of technology

2 Know how a public service organisation motivates its employees

Motivation theory: theories of motivation eg Taylor, Mayo, Maslow, Herzberg, McGregor, McClelland, Vroom

Reward system: pay; performance-related pay; pension schemes; relocation fees; bonuses; school fees; flexible working; leave; healthcare; extended parental leave; career breaks

3 Know how employment legislation impacts on different types of contract

Employment legislation: eg Employment Act 2002, Equal Pay Act 1970, Sex Discrimination Act 1975, Health and Safety At Work 1974, Race Relations Act 1976, Equality Act 2003, Employment (Age) Regulations 2006 (and recent amendments, where appropriate)

Types of employment contract: permanent; temporary; full time; part time; job share; flexible working

4 Understand the rights and responsibilities of employees and employers

Employer rights and employee obligations: employees to work to contract; support the aims of the employer; support health and safety in the workplace; use of resources (internet, email, employer property)

Employer responsibilities: observance of employment legislation; age discrimination; remuneration; minimum wage; public liability insurance

Rights of employees: terms and conditions of service; maternity and paternity leave; sickness and pay; overtime; time off in lieu of overtime; overseas allowance; holidays and pay

5 Understand the importance of managing employee performance at work

Measuring performance: performance indicators; performance against organisation's mission; goal theory; SMART (specific, measurable, achievable, realistic, time-bound) targets

Managing performance: probation; appraisal; supporting employees eg mentoring, monitoring; occupational health; managing workloads; responsibility; competence; discipline; employee development, eg training, learning, accelerated promotion, personal, professional

6 Know how contracts of employment may be terminated

Dismissal procedures: disciplinary procedures; grievance procedures; unfair dismissal; grounds for dismissal; appeals; employment tribunals

Redundancy: basic provisions; legislation; procedures; policies and provision; calculation of payments

Assessment and grading criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria for a pass grade describe the level of achievement required to pass this unit.

Assessment and grading criteria		
To achieve a pass grade the evidence must show that the learner is able to:	To achieve a merit grade the evidence must show that, in addition to the pass criteria, the learner is able to:	To achieve a distinction grade the evidence must show that, in addition to the pass and merit criteria, the learner is able to:
P1 describe the internal and external factors to be considered when planning the human resources requirements of public service organisations [IE, RL]	M1 explain why human resources planning is important within the public services	
P2 describe how a public service organisation's motivational practices and reward systems are informed by theories of motivation [IE, CT, RL]	M2 compare the use of motivation theories within a public service organisation	
P3 describe the employment legislation that impacts on different types of contracts [IE, CT, SM]		
P4 describe the rights and responsibilities of the employer and employee in a selected public service organisation [IE, CT, TW]	M3 explain the rights and responsibilities of the employer and employee in a selected public service organisation [IE, CT, TW]	
P5 describe how employee performance is measured and managed within a public service organisation [CT, RL, EP]	M4 explain how the results from measuring and managing performance inform employee development within a public service organisation.	D1 analyse the importance of measuring and managing employee performance within a public service organisation.
P6 describe the procedures that an organisation should follow when dismissing an employee. [RL, SM, EP]		

PLTS: This summary references where applicable, in the square brackets, the elements of the personal, learning and thinking skills applicable in the pass criteria. It identifies opportunities for learners to demonstrate effective application of the referenced elements of the skills.

Key	IE – independent enquirers	RL – reflective learners	SM – self-managers
	CT – creative thinkers	TW – team workers	EP – effective participators

Essential guidance for tutors

Delivery

Human resources management is a dynamic activity in any organisation as it takes place against a changing economic, technical, legal and social background. Effective human resources management means getting the best out of the people who work for the organisation in order to ensure that the organisation meets its purpose; this is especially important in public service organisations, where not getting it right could have wide-ranging effects, both within and outside the organisation itself.

This unit demands an awareness of real-life employment situations, informed by current affairs. The internet has a wealth of information on employee relations and their ever-changing nature. The Department for Business Innovation and Skills (BIS) website is very useful in this respect.

Working within an organisation is changing rapidly; people have to possess a range of skills and be willing to learn new skills to be able to satisfy the demands of their employment.

Learners need to identify that human resources planning is a function of how an organisation sees itself developing; every public service organisation has more responsibilities and is being expected to carry out a variety of tasks that it did not have to do previously, it is vital that resources are planned to meet these demands.

Learners need to understand how organisations motivate their employees and gain their cooperation to ensure that organisational purposes are supported. Learners should consider different theories of motivation and how useful the ideas are in allowing public service organisations to develop and implement practices that result in employee commitment to the organisation. The ideas of key theorists need to be considered. Organisations rarely subscribe to a single set of ideas; it is useful to consider the ideas that a particular reward system operating in a selected public service is based on.

To provide a safe working environment is a major responsibility of the employer and tutors should emphasise the importance of this in the workplace. Employees should have a contract of employment that sets out the terms and conditions of their employment. Learners should be made aware of the statutory requirements for the content of a contract of employment.

Advances in technology, changes in the law and social change put extra pressures on organisations. Rights and responsibilities need to be researched alongside employment law. Equal opportunities legislation, including the recent introduction of the regulations, has increased the responsibilities of employers. Employers also have rights and learners should look at the legislation from the point of view of both employers and employees. Learners should understand that, while protecting and providing for the employee, part-time employment, paid holidays and other rights might have an impact on an organisation's efficiency.

The personal use of internet and email facilities within a public service organisation can lead to breaches of confidentiality, and learners should be aware of the rights of both the individual and the organisation in these circumstances.

Learners will need to know that once in employment an employee's performance will be managed in order to get the best from them. Most employees have their work reviewed on a regular basis. This may involve meeting targets or identifying benchmarks against which work performance can be reviewed. Performance against these criteria is monitored. Good performance is recognised through the reward system and unsatisfactory performance, which detracts from the achievement of organisational goals, needs to be eliminated initially through training, development and support systems but disciplinary procedures may be required.

Learners will need to investigate the procedures that an organisation must follow when dismissing an employee from the organisation.

Outline learning plan

The outline learning plan has been included in this unit as guidance and can be used in conjunction with the programme of suggested assignments.

The outline learning plan demonstrates one way in planning the delivery and assessment of this unit.

Topic and suggested assignments/activities and/assessment
Introduction to unit.
Identification of internal and external factors that determine human resources processes within public services.
Investigating skills needed by employees within a public service – remembering that all public services employ civilian staff.
Assignment 1: HR Planning and Skills (P1, M1)
Includes learner-initiated learning.
Motivational factors within public services (links with Unit 5).
Reward systems.
Assignment 2: Rights and Responsibilities of Employers to Employees (P2, P3, P4, M2, M3)
Includes motivation and reward and learner-initiated learning.
Employment law – use learners' past and present employment as starting point; identification of relevant legislation.
Group work to research employment laws; presentation to class.
Contracts of employment; different types.
Rights and responsibilities of employers and employees.
Effects of legislation on rights and responsibilities.
Research into how far public services are able to adapt working arrangements in line with employment legislation; suggest reasons why it might not be possible to 'please all the people all the time'.
Assignment 3: Employee Performance (P5, M4, D1)
Includes learner-initiated learning.
Measurement of employee performance.
How does measurement help employees develop?
The importance of measuring performance.
Assignment 4: Up to Scratch? (P6)
Includes learner-initiated learning.
Disputes; grievances; hearings; dismissal; appeal.
Review of unit; opportunity to rework.

Assessment

To achieve P1, learners need to describe how a public service organisation is changing and how these changes, which may arise from internal decisions and external events, can affect the planning of the human resources requirements of public service organisations and therefore the direction of the organisation. The skills of existing staff can be audited and measures taken to bridge the perceived skills gap. For example slimming down the civil service and merging Customs and Excise with the Inland Revenue requires human resource planning to look 10 years ahead as significant expertise at senior level is being lost. Similarly, when senior personnel within a public service retire the organisation will seek to recruit a replacement with suitable skills as soon as possible.

External factors that need to be considered might include conflicts around the world which could lead to the death of serving personnel who will need to be replaced as a matter of urgency.

Learners need to look at a public service organisation and consider the skills sets required of its employees. Employees begin work with a set of skills that will need to be adapted and modified as the requirements within the organisation change and if the employee is promoted for example. Training might be needed to operate new technological equipment.

For M1, learners must explain why human resource planning is needed to ensure a public service organisation has employees with the necessary skills, knowledge and abilities to meet its purpose.

To achieve P2, learners need to describe how the ideas from writers on motivation have shaped the way public service organisations motivate their employees. Some reward systems emphasise payment by results and are influenced by ideas of scientific management. Other reward systems emphasise the personal and social nature of motivation and draw on ideas from Maslow or Herzberg.

For M2, learners must compare how different theories of motivation used within a public service organisation can contribute to techniques for employee motivation.

To achieve P3, learners need to describe the employment legislation that impacts on different types of contract.

Learners should describe at least three types of employment contract. Learners need to understand what contracts of employment stipulate and how adherence to a contract can be managed. Most employees commit to an organisation by meeting their contractual obligations. At times it may be necessary to enforce the contract through disciplinary measures. It would be very useful if learners were provided with samples of various employment contracts. Learners should relate contract requirements to employment legislation

For P4, learners must describe the rights and responsibilities of employers and employees within a selected public service organisation. This will involve learners researching the organisation's policies and terms and conditions of contracts. This is progressed to M3, for which learners must provide an explanation.

To achieve P5, learners need to describe how employee performance is measured and managed. Public service job roles often have specific performance criteria associated with them. Individuals need to be monitored to ensure they are working effectively and meeting targets and standards set for them. Both above par and below par performance must be managed appropriately.

For M4, learners must explain how public service organisations use the results from measuring and management of performance. Learners must be able to identify suitable performance indicators to use with individual employees and show how the individual's performance can be raised through the use of performance management.

To achieve D1, learners must make judgements about the value of monitoring and managing public service employees. The benefits of performance management should be contrasted with the consequences of failing to manage performance within the selected public service organisation.

For P6, learners need to describe the procedures that an organisation should follow when dismissing an employee. Learners may choose to explore the procedures that operate within their selected public service organisation, although the focus of this criterion is on understanding the legal process.

Programme of suggested assignments

The table below shows a programme of suggested assignments that cover the pass, merit and distinction criteria in the assessment and grading grid. This is for guidance and it is recommended that centres either write their own assignments or adapt any Edexcel assignments to meet local needs and resources.

Criteria covered	Assignment title	Scenario	Assessment method
P1, M1	HR Planning and Skills	You have been asked to produce leaflets explaining to new employees how your organisation plans its human resources and works out the skills it needs.	Information leaflets.
P2, P3, P4, M2, M3	Rights and Responsibilities of Employers to Employees	You have been asked to present to a group of directors on the motivation and reward system used within the organisation.	Presentation to class, plus notes.
P5, M4, D1	Employee Performance	As a law student, you have been asked to produce a booklet detailing how employment legislation impacts on the different types of employment contracts.	Booklet.
P6	Up to Scratch?	Scenarios of different employee performance and how they are managed.	Role play, report.

Links to National Occupational Standards, other BTEC units, other BTEC qualifications and other relevant units and qualifications

This unit forms part of the BTEC Public Service sector suite. This unit has particular links with the following unit titles in the Public Service suite:

Level 1	Level 2	Level 3
The Public Services	Employment in the Uniformed Public Services	Government, Policies and the Public Services
Investigating Rights and Responsibilities	Public Services Skills	Understanding Discipline in the Uniformed Public Services
		Employment Uniformed Public Services

Essential resources

Learners need access to organisations in order to conduct research into human resources management policies and practices. Learners also need access to computers for web-based research.

Employer engagement and vocational contexts

Learners should have access to textbooks on employment law, motivational theories and human resources. When researching causes of disagreement over employee relations, learners need to be directed towards cases as a starting point for their research.

Indicative reading for learners

Textbooks

Armstrong M – *Armstrong's Handbook of Human Resource Management Practice* (Kogan Page, 2009)
ISBN 0749452420/9780749452421

Gennard J and Judge G – *Employee Relations* (Chartered Institute of Personnel and Development, 2005)
ISBN 1843980630/9781843980636

Sargeant M and Lewis D – *Essentials of Employment Law* (Chartered Institute of Personnel and Development, 2009) ISBN 1843982315/9781843982319

Newspapers

The broadsheet newspapers have weekly sections on recruitment and personal finance. The recruitment sections regularly have features on human resource management. The personal finance sections often give details of how reward systems work.

Websites

The Advisory, Conciliation and Arbitration Service	www.acas.org.uk
Business Link	www.businesslink.gov.uk
Civil Service Code	www.civilservice.gov.uk/about/values/cscodex/index.aspx
Directgov	www.direct.gov.uk
Health and Safety Executive	www.hse.gov.uk
Institution of Occupational Safety and Health	www.iosh.co.uk
Legislation	www.legislation.gov.uk
Motivational Theory	www.businessballs.com/motivation.htm
Personnel Today	www.personneltoday.com
Trades Union Congress	www.tuc.org.uk
UK human resources articles	www.hrsguide.co.uk

Delivery of personal, learning and thinking skills

The table below identifies the opportunities for personal, learning and thinking skills (PLTS) that have been included within the pass assessment criteria of this unit.

Skill	When learners are ...
Independent enquirers	describing internal and external factors to consider when planning human resources requirements explaining how public service organisations' motivational practices and reward systems are informed
Creative thinkers	identifying right and responsibilities of the employer and employees describing employers is measured
Reflective learners	describing internal and external factors to consider when planning human resources requirements
Team workers	identifying right and responsibilities of the employer and employees
Self-managers	describing procedures that are followed to dismiss employees
Effective participators	describing employers is measured.

● Functional Skills – Level 2

Skill	When learners are ...
ICT – Use ICT systems	
Manage information storage to enable efficient retrieval	word processing and saving assignment work
English	
Speaking and listening – make a range of contributions to discussions and make effective presentations in a wide range of contexts	participating in pair work or in small groups to discuss human resources policies and practices in different public service organisations
Reading – compare, select, read and understand texts and use them to gather information, ideas, arguments and opinions	reading textbooks, journals, newspapers and web pages related to human resources policies and practices
Writing – write documents, including extended writing pieces, communicating information, ideas and opinions, effectively and persuasively	writing reports and assignments on human resources management in public service organisations.