



ULO HRM-1	<u>TITLE:</u> Develop and maintain effective working relationships		EQF 6
Work tasks:	Ensure an efficient human resource strategy		
Weighting:	1		
<u>Learning outcomes:</u> <ul style="list-style-type: none"> LO 1: Understanding the needs of people undertaking appropriate training and team building activities LO 2: Manage SWF personnel LO 3: Improve the internal tasks planning in relation with the assigned roles and established deadlines LO 4: Understand how to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with LO 5: Recognise ways of consulting colleagues in relation to key decisions and activities and take account of their views LO 6: Develop a staff motivation system LO 7: Recognise the actions required to resolve conflicts of interest and disagreements with colleagues in ways that minimise damage to work activities and to the individuals involved LO 8: Prevent or minimise relationship problems 			
Knowledge <i>(assimilation of knowledge throughout learning)</i>	Skills <i>(Ability to apply knowledge)</i>	Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>	
1) Organise and manage human resources			
- Determine in detail the roles, functions and responsibilities of people	- Demonstrate advanced skills by identifying the resources required (people, processes and tools) for the development of activities	- Take responsibility for the development of motivation, team work and cooperation - to ensure the necessary trainings are	



		provided
2) Organise and manage human resources for SWF operational activities		
<ul style="list-style-type: none"> - Explain in detail the organisational management structure - Determine in detail staff responsibilities and the limits of those responsibilities - Demonstrate an advanced knowledge of the organisational reporting structures and the duties of relevant personnel - Demonstrate a critical understanding of the statutory and organisational reporting and recording procedures in their area of responsibility - Demonstrate a critical understanding of the organisational requirements for recording/monitoring personnel in their area of responsibility - Demonstrate a critical understanding of the methods to confirm competence of personnel involved in site activities - Determine in detail the organisational procedures in relation to non-employees on site (e.g. contractors, visitors) - Describe in detail the communications 	<ul style="list-style-type: none"> - Review competences requirements of personnel required to work in the facility - Set priorities for duties to be carried out - Maintain a system to ensure contractors and/or visitors have received appropriate site induction and instructions - Demonstrate mastery by completing records/reports according to legislative requirements and/or organisational procedures 	<ul style="list-style-type: none"> - Manage an effective communication with work colleagues, staff and managers throughout operations - Ensure a system is operated to confirm the competency of personnel employed - Ensure that personnel carry out their duties efficiently and in line with organisational procedures - Ensure that personnel are not exposed to occupational hazards



systems/procedures in area of responsibility		
3) Apply Project Management concepts and methods to the management of human resources		
<ul style="list-style-type: none"> - Describe in detail the techniques and methods of work analysis needed to evaluate and guide the professional resources within the organisation 	<ul style="list-style-type: none"> - Demonstrate advanced management skills by providing and asking for continuous feedback to check the level of commitment 	<ul style="list-style-type: none"> - Manage the clarification of tasks that they can be performed - Monitor and control results achieved / staff performance
4) Seek to create a climate of trust and mutual respect with those you are working with		
<ul style="list-style-type: none"> - Demonstrate an advanced knowledge and understanding of the principles of building relationships - Demonstrate a critical understanding of the importance of developing and maintaining productive working relationships - Demonstrate a critical understanding of the importance of effective communication in building relationships 	<ul style="list-style-type: none"> - Create a climate of trust and mutual respect - Respond to employee complaints immediately 	<ul style="list-style-type: none"> - Assume responsibility for identifying how to gain the trust of colleagues and staff members
5) Consult colleagues in relation to key decisions and activities and take account of their views		
<ul style="list-style-type: none"> - Identify in detail the needs to appropriately consult with colleagues - Demonstrate an critical understanding of the 	<ul style="list-style-type: none"> - Take into account all feedback and respond to comments and suggestions in an appropriate manner 	<ul style="list-style-type: none"> - Manage the communication in a manner which is appropriate to the situation, and to those involved



importance of valuing opinions of colleagues and determine ways of doing this		
6) Motivate the staff members and ensure the smooth communication between the employees		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of motivation factors 	<ul style="list-style-type: none"> - Demonstrate mastery by applying creative methods for motivation 	<ul style="list-style-type: none"> - Assume responsibility for setting well-defined and realistic personal goals
7) Identify and resolve conflicts of interest and disagreements with colleagues in ways that minimise damage to work activities and to the individuals involved		
<ul style="list-style-type: none"> - Demonstrate advanced knowledge of the techniques used to minimise conflicts 	<ul style="list-style-type: none"> - Demonstrate mastery of by recognising conflicts - Identify the correct actions to take, as determined by organisational policy and current legislation, when conflicts arise 	<ul style="list-style-type: none"> - Ensure that all records of conflicts are maintained - Manage the conflict effectively and recognise the importance of doing so
8) Undertake relational and problem solving strategies		
<ul style="list-style-type: none"> - Describe in detail the processes for problem finding, problem setting and problem solving 	<ul style="list-style-type: none"> - Demonstrate advanced skills by identifying problems in the workplace - Observe and facilitate the management and resolution of conflicts 	<ul style="list-style-type: none"> - Monitor the validation of standards for quality and communication - Manage the emotional aspect resulting from new situations



ULO HRM-2	<u>TITLE:</u> Ensure staff development	EQF 6
Work tasks:	Ensuring that the created staff development strategies are implemented	
Weighting:	1	
<u>Learning outcomes:</u> <p> LO 1: Develop and Implement goals for a continuous staff development, setting of success criteria, determination of staff demand LO 2: Carrying out staff assessments according to the set criteria LO 3: Arrange and control staff development measures with regard to staff qualification LO 4: Consult, support and assess employees concerning their professional development LO 5: Develop, Implement Personnel Educational and Occupational Training Programs </p>		
<p style="text-align: center;">Knowledge <i>(assimilation of knowledge throughout learning)</i></p>	<p style="text-align: center;">Skills <i>(Ability to apply knowledge)</i></p>	<p style="text-align: center;">Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i></p>
1) Set criteria for continuous staff development		
<ul style="list-style-type: none"> - Describe in detail methodologies for identification and control of a professional human resource management 	<ul style="list-style-type: none"> - Set the goals for staff development - Develop criteria for staff qualification and development processes 	<ul style="list-style-type: none"> - Manage staff demand to ensure plant operations run efficiently
2) Ensuring potential assessment of the staff		



- Describe in detail the criteria for potential assessments	- Apply potential checks for the staff	- Assume responsibility for carrying out staff selection processes and employee interviews
3) Ensuring staff qualification activities		
- Describe in detail the instruments for staff development (recruiting, retraining etc.)	- Demonstrate mastery by applying the relevant instruments to train staff such as retraining, preparing employees for management functions - Evaluate qualification goals, which concerns sustainability and efficiency efforts	- Manage the implementation of development measures according to staff agreements
4) Ensuring continuous staff development		
- Demonstrate a critical understanding of the factors for professional development	- Demonstrate mastery by applying the right measures to ensure staff are adequately trained	- Ensure that personal development talks are carried out - Lead the implementation of measures for staff development, such as job accompanying measures, internal and external further training measures, advice and support to employees - Ensure that coaching for employees is carried out
5) Develop and implement personnel training programs		



<ul style="list-style-type: none">- Demonstrate a critical understanding of the methodologies for the identification of personnel training needs- Describe the organisational training arrangements	<ul style="list-style-type: none">- Demonstrate mastery by applying techniques for identification of personnel training needs- Demonstrate advanced skills to identify training needs and organise training where necessary- Evaluate the efficiency of personnel training programs	<ul style="list-style-type: none">- Assume responsibility for occupational training of personnel according their identified training needs- Manage the implementation of personnel training programs
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ULO HRM-3	<u>TITLE:</u> Provide leadership and direction to teams and individuals		EQF 6
Work tasks:	Selecting and enabling staff for efficient facility operations		
Weighting:	1		
<p>Learning outcomes: LO 1: Determine and assess the quantitative and qualitative staff needs by taking technical and organisational changes into account</p> <p>LO 2: Selection and use of employees by taking into account company needs as well as personal qualification</p> <p>LO 3: Compiling of job requirement profiles and job advertisements</p> <p>LO 4: Identify ways of providing colleagues with appropriate information to enable them to perform effectively</p> <p>LO 5: Understand the basic principles of leadership and recognise the different leadership styles which are appropriate to the different people and situations</p> <p>LO 6: Understand how to motivate and support people across the organisation to achieve their objectives and ways of rewarding them when they are successful</p>			
Knowledge <i>(assimilation of knowledge throughout learning)</i>	Skills <i>(Ability to apply knowledge)</i>	Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i>	
1) Ensuring a sufficient amount of trained workers			
- Describe in detail the quantitative and the qualitative instruments for identifying staff	- Demonstrate mastery by applying the relevant staff requirement instruments	- Manage the implementation of methods for identifying and controlling;	



needs	<ul style="list-style-type: none"> - Demonstrate advanced skills by taking into account the factors for determining staffing requirements - Use advanced skills to determine staff structure in comparison to job profile 	<ul style="list-style-type: none"> • staff requirements for the place of work, • the relevant processes and • the relevant (client) orders
2) Ensuring the right staff members are allocated to the appropriate roles/tasks		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of the processes and the instruments used in personnel selection 	<ul style="list-style-type: none"> - Set selection criteria for allocating staff to specific job roles/tasks - Determine methods of assessing the skills of staff members in order to allocate roles/tasks - Take account of company needs and staff interest when selecting staff for relevant work tasks 	<ul style="list-style-type: none"> - Manage the analysis and evaluation of application documents during the assessment of individuals – Manage individual and group interviews – Supervise the implementation of measures required to prepare and introduce staff
3) Ensuring the right staff members are allocated to the appropriate roles/tasks		
<ul style="list-style-type: none"> - Determine in detail the relevant job requirement profile 	<ul style="list-style-type: none"> - Determine how to apply task analysis - Demonstrate advanced skills by taking into account the company framework for carrying out the job tasks - Create a workplace, task or position related job advertisement 	<ul style="list-style-type: none"> - Manage the development of a staff oriented job advertisement
4) Provide colleagues with appropriate information to enable them to perform effectively		



<ul style="list-style-type: none"> - Demonstrate an advanced knowledge on the importance of checking their understanding, and the role that effective communication plays in doing so 	<ul style="list-style-type: none"> - Use advanced skills to identify tasks required by staff 	<ul style="list-style-type: none"> - Manage the communication of all tasks required by the staff, to them, in an appropriate manner - Manage the confirmation of their understanding of their tasks
<p>5) Develop, select and apply leadership styles which are appropriate to the different people and situations</p>		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of the leadership styles relevant to the job role - Demonstrate a critical understanding of the importance of the various leadership styles, and how to maximise their effectiveness 	<ul style="list-style-type: none"> - Understand the impact that effective leadership has on organisational performance - Demonstrate how to alter leadership styles, according to different people and situations 	<ul style="list-style-type: none"> - Ensure that the right leadership style is applied
<p>6) Motivate and support people across the organisation to achieve their objectives and reward them when they are successful</p>		
<ul style="list-style-type: none"> - Identify in detail appropriate ways to reward staff when they are successful 	<ul style="list-style-type: none"> - Demonstrate advanced skills during the determination of the importance of motivation and rewards 	<ul style="list-style-type: none"> - Assume responsibility for the management of staff - Monitor and support staff to achieve their objectives



ULO HRM-4	TITLE: Communicate in an appropriate manner within the business environment	EQF 6
Work tasks:	Implementing an suitable, internal communication strategy	
Weighting:	1	
<p>Learning outcomes:</p> <p>LO 1: Recognise and understand methods of communication with people in a form and manner and using language that: is open and respectful of them as individuals and is consistent with their level of understanding and preferred ways of communicating</p> <p>LO 2: Identify how to communicate with people appropriately using different communication types, including: non-verbal, oral, written, electronic and telecommunication</p> <p>LO 3: Understand how to give people opportunities to check their understanding of the information you have given to them and identify which questions to ask in order to confirm this</p>		
<p style="text-align: center;">Knowledge <i>(assimilation of knowledge throughout learning)</i></p>	<p style="text-align: center;">Skills <i>(Ability to apply knowledge)</i></p>	<p style="text-align: center;">Competences <i>(Measure of responsibility and autonomy; ability to use knowledge, skills, social abilities)</i></p>
1) Communicate with people in a form and manner and using language that: is open and respectful of them as individuals and is consistent with their level of understanding and preferred ways of communicating		
- Demonstrate a critical understanding of the methods of communication for different people and situations	- Demonstrate advanced skills by communicating with staff in an open and respectful manner	- Assume responsibility for the identification of individuals preferred methods of communication, and determine why this is



<ul style="list-style-type: none"> - Determine in detail the impact of communication methods and styles on individual levels of understanding 		important
2) Communicate with people appropriately using different communication types, including: non-verbal, oral, written, electronic and telecommunication		
<ul style="list-style-type: none"> - Demonstrate an advanced on how to rectify when there is a breakdown in communication - Recognise the different communication styles that can be used in a business environment - Demonstrate a critical understanding of the importance of effective communication when dealing with business activities and performance 	<ul style="list-style-type: none"> - Demonstrate mastery by applying the different communication styles that can be used in a business environment - Demonstrate advanced skills by using effective communication when dealing with business activities and performance 	<ul style="list-style-type: none"> - Ensure the identification of instances when certain communication methods may be required
3) Give people opportunities to check their understanding of the information you have given to them and ask questions		
<ul style="list-style-type: none"> - Demonstrate an advanced knowledge of the methods for checking understanding of information and importance of checking their understanding - Determine in detail the role that effective communication plays in doing checking understanding, for both parties involved 	<ul style="list-style-type: none"> - Demonstrate advanced skills by applying effective methods to verify understanding 	<ul style="list-style-type: none"> - Ensure effective communication