



ULO HRM-1	TITLE: Manage and implement policies and procedures for employees relationship	EQF 6
Work tasks:	Implementing a suitable, internal communication strategy	
Weighting:	1	
Learning outcomes:	<p>LO 1: Develop, select and apply leadership styles which are appropriate to different people and situations</p> <p>LO 2: Recognise and understand methods of communication</p> <p>LO 3: Identify how to communicate with people appropriately using different communication types, including: non-verbal, oral, written, electronic and telecommunication</p> <p>LO 4: Give people opportunities to check their understanding of the information you have given to them and ask questions</p> <p>LO 5: Consult colleagues in relation to key decisions and activities and take account of their views</p> <p>LO 6: Undertake problem solving technics and strategies</p> <p>LO 7: Prevent or minimise relationship and workplace problems</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) Develop, select and apply leadership styles which are appropriate to different people and situations		
<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, 	<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



and how to maximise their effectiveness		
1) Recognise and understand methods of communication		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of the methods of communication for different people and situations - Determine in detail the impact of communication methods and styles on individual levels of understanding 	<ul style="list-style-type: none"> - Demonstrate advanced skills by communicating with staff in an open and respectful manner 	<ul style="list-style-type: none"> - Assume responsibility for the identification of individuals preferred methods of communication, and determine why this is 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 (e.g.: grievance, disciplinary procedures, etc.). - 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 	<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 and understanding in the workplace



<p>information and importance of checking their understanding</p> <ul style="list-style-type: none"> - Determine in detail the role that effective communication plays in doing checking understanding, for both parties involved 		
<p>4) Consult colleagues in relation to key decisions and activities and take account of their views</p>		
<ul style="list-style-type: none"> - Identify in detail the needs to appropriately consult with colleagues - Demonstrate an critical understanding of the importance of valuing opinions of colleagues and determine ways of doing this 	<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
<p>5) Undertake problem solving technics and strategies</p>		
<ul style="list-style-type: none"> - Describe in detail the processes for problem finding, problem setting and problem solving - Demonstrate advanced knowledge of the techniques used to minimise conflicts 	<ul style="list-style-type: none"> - Identify the correct actions to take, as determined by organisational policy and current legislation, when conflicts arise - Demonstrate advanced skills by identifying problems in the workplace - Observe and facilitate the management and resolution of conflicts 	<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 - Manage the emotional aspect resulting from new situations
<p>6) Seek to create a climate of trust and mutual respect with those you are working with</p>		
<ul style="list-style-type: none"> - Demonstrate an advanced knowledge and understanding of the principles of 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



-
- | | | |
|---|--|--|
| <ul style="list-style-type: none">- 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 | | |
|---|--|--|



ULO HRM-2	TITLE: Manage staff performance and motivations strategy		EQF 6
Work tasks:	Ensure an efficient performance in the facility		
Weighting:	1		
Learning outcomes: LO 1: Ensuring performance management LO 2: Ensure potential assessments of the staff are conducted LO 3: Motivate the staff members and ensure the smooth communication between the employees LO 4: Understand how to motivate and support people across the organisation to achieve their objectives and ways of rewarding them when they are successful			
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 performance management			
<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"> - Set priorities for duties to be carried out - Demonstrate advanced management skills by providing and asking for continuous feedback to check the level of commitment - Demonstrate advanced management skills by implementing performance management 	<ul style="list-style-type: none"> - Manage the clarification of tasks that they can be performed - Monitor and control results achieved / staff performance - Develop strategies for performance management 	



	<p>programme</p> <ul style="list-style-type: none"> - Use advanced skills to administer performance review process 	
2) Ensure potential assessments of the staff are conducted		
<ul style="list-style-type: none"> - Describe in detail the criteria for potential assessments 	<ul style="list-style-type: none"> - Apply potential checks for the staff 	<ul style="list-style-type: none"> - Assume responsibility for carrying out staff selection processes and employee interviews
3) 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 (e.g. remuneration, benefits) 	<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
4) Motivate and support people across the organisation to achieve their objectives and reward them when they are successful		
<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-3	TITLE: Manage training and development strategies		EQF 6
Work tasks:	Ensuring that the staff development strategies are implemented		
Weighting:	1		
Learning outcomes: LO 1: Develop and Implement goals for a continuous staff development LO 2: Arrange and control staff development measures with regard to staff qualification LO 3: Consult, support and assess employees concerning their professional development LO 4: Develop, Implement Personnel Educational and Occupational Training Programs			
<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			
- Describe in detail methodologies for identification and control of staff development plans	- Set the goals for staff development - Develop criteria for staff qualification and development processes	- Manage staff demand and development to ensure plant operations run efficiently	
2) Ensuring staff qualification activities			



<ul style="list-style-type: none"> - Describe in detail the instruments for staff development (recruiting, retraining, etc.) 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Manage the implementation of development measures according to staff agreements
3) Ensuring continuous staff development		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of the factors for professional development 	<ul style="list-style-type: none"> - Demonstrate mastery by applying the right measures to ensure staff are adequately trained 	<ul style="list-style-type: none"> - 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
4) 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 	<ul style="list-style-type: none"> - Demonstrate mastery by applying techniques for identification of personnel training needs - Demonstrate advanced skills to identify 	<ul style="list-style-type: none"> - Assume responsibility for occupational training of personnel according their identified training needs - Manage the implementation of personnel



arrangements	training needs and organise training where necessary - Evaluate the efficiency of personnel training programs	training programs
--------------	--	-------------------



ULO HRM-4	TITLE: Recruiting and Resourcing Management	EQF 6
Work tasks:	Selecting and enabling staff for efficient facility operations	
Weighting:	1	
<p>Learning outcomes: LO 1: Ensuring a sufficient amount of trained workers are available LO 2: Ensuring the right staff members are allocated to the appropriate roles/tasks LO 3: Ensuring the implementation of proper staff induction procedures LO 4: Ensuring proper staff recruiting techniques are implemented</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 are available		
<ul style="list-style-type: none"> - Describe in detail the quantitative and the qualitative instruments for identifying staff needs 	<ul style="list-style-type: none"> - Demonstrate mastery by applying the relevant staff requirement instruments - 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"> - Manage the implementation of methods for identifying and controlling staff requirements for the place of work, - Develop strategies for manpower planning and resourcing - Implement strategies to employ, retain and re-employ older employees



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 - Determine planning 	<ul style="list-style-type: none"> - Manage the analysis and evaluation of application documents during the assessment of individuals - Supervise the implementation of measures required to prepare and introduce staff
3) Ensuring the implementation of proper staff induction procedures		
<ul style="list-style-type: none"> - Demonstrate a critical understanding of the induction program (planning, procedures, policies) 	<ul style="list-style-type: none"> - Set criteria and procedure for conducting staff inductions 	<ul style="list-style-type: none"> - Manage the induction program and procedures in the facility
4) Ensuring proper staff recruiting techniques are implemented		
<ul style="list-style-type: none"> - Determine in detail recruiting technics - Determine in detail the relevant job requirement profile 	<ul style="list-style-type: none"> - Determine the best methods for job advertisement - Create a workplace, task or position related job advertisement - Conduct interviews and make hiring decisions 	<ul style="list-style-type: none"> - Manage the development of a staff oriented job advertisement - Assume responsibility for carrying out staff selection processes - Manage individual and group interviews - Develop and implement recruitment and selection strategies