

<b>Unit Title: People Planning and Resourcing</b>	<b>Unit code: PPR</b>
<b>Level: 5</b>	<b>Learning Hours: 160</b>
<b>Learning Outcomes and Indicative Content:</b>	
Candidates will be able to:	
<ol style="list-style-type: none"> <li>1. <b>Critically evaluate the rationale for people (human resource) planning</b> <ol style="list-style-type: none"> <li>1.1 Describe the purposes of people planning</li> <li>1.2 Explain the potential benefits of people planning</li> <li>1.3 Assess the disadvantages and dangers of people planning</li> <li>1.4 Establish the extent to which the effort and investment implied by constructing a people plan can be justified in cost-effective terms</li> </ol> </li> <li>2. <b>Understand and assimilate the principles behind people planning</b> <ol style="list-style-type: none"> <li>2.1 Acknowledge the necessity for strong alignment, 'bundling', and positive links between the people plan and the high-level strategic purposes of the organisation</li> <li>2.2 Recognise the role played by corporate politics (functional/ personal allegiances and the distribution of power) as a factor in influencing the design of people plans</li> </ol> </li> <li>3. <b>Recognise the importance of all <u>internal factors</u> when designing the people plan</b> <ol style="list-style-type: none"> <li>3.1 Describe and apply systematic processes for analysing the strengths and weaknesses of a workforce (in relation to the organisation's future human resource requirements)</li> <li>3.2 Understand the ways in which key indices of organisational performance through people – productivity, absence, turnover and retention – may be calculated, and how the resultant analysis may be interpreted in order to undertake remedial action where necessary</li> <li>3.3 Examine the implications of differential age and other demographic patterns among specified categories and groups of employees</li> <li>3.4 Undertake a reasoned critical evaluation of the degree to which employee commitment and engagement may be explicitly sought by an organisation, and why employee commitment/ engagement may be thought to be desirable</li> <li>3.5 Apply the above knowledge and skills to specified organisational scenarios</li> </ol> </li> </ol>	

- 4. Recognise the importance of all external (environmental) factors when designing the people plan**
  - 4.1 Describe the features of the labour market and their application in corporate people planning
  - 4.2 Present a well-informed set of predictions concerning the future labour market
  - 4.3 Assess the implications of globalisation on labour markets
  - 4.4 Evaluate the significance of other external variables – such as political, economic, social and technological factors – for the design of people plans
  - 4.5 Apply the above knowledge and skills to specified organisational scenarios
  
- 5. Assemble and devise suitable implementation and monitoring processes to reinforce the people plan**
  - 5.1 Understand the general principles governing the structure and content of a meaningful people plan
  - 5.2 Recognise the need to incorporate provision for unexpected events and opportunities into the people plan
  - 5.3 Create mechanisms for measuring and monitoring progress with the implementation of a people plan
  
- 6. Describe and understand the major approaches to people resourcing used by organisations in the modern world**
  - 6.1 Recount the high-level purposes of people resourcing
  - 6.2 Explain the principal ways in which people resourcing may be undertaken, via traditional/systematic models and techniques or through a transformational vision for employee engagement
  - 6.3 Recognise and appreciate the contingencies that may affect approaches to people resourcing, e.g., in the public sector, in manufacturing, in service businesses, in multinational enterprises, etc
  
- 7. Fully comprehend the background to recruitment and selection**
  - 7.1 Describe and explain the criteria for designing and implementing recruitment/selection strategies, procedures and systems, both in general and also when catering for specified scenarios
  - 7.2 Understand the legal and ethical background to recruitment and selection, with special reference to relevant legislation
  - 7.3 Ensure that recruitment/selection processes do not unfairly discriminate on grounds of gender, ethnic differences, age, religion, and disability
  - 7.4 Evaluate the specific recruitment and selection processes used by organisations when recruiting across national borders

**8. Describe and understand what is involved in recruitment**

- 8.1 Explain and critically evaluate the various methods of recruitment available to organisations, including the use of specialist agencies
- 8.2 Select appropriate methods of recruitment to resolve previously defined requirements
- 8.3 Examine the use of job descriptions, accountability profiles, person specifications and competency frameworks as tools to underpin an effective recruitment system

**9. Describe and understand what is involved in selection**

- 9.1 Explain and critically evaluate the various methods of selection available to organisations
- 9.2 Recommend appropriate methods of selection that may be used when selecting for specific individual or collective vacancies, both permanent and temporary
- 9.3 Systematically analyse the effectiveness of the selection interview, psychometric testing, and assessment centres
- 9.4 Apply and justify suitable selection techniques for defined and special-case scenarios, e.g., for transient organisations

**10. Measure the effectiveness of recruitment and selection**

- 10.1 Explain why it is important to measure the effectiveness of recruitment and selection
- 10.2 Recognise the problems of measurement, including the establishment of meaningful criteria and the influence of intervening factors/variables
- 10.3 Understand the concepts of 'reliability' and 'validity' when applied to recruitment and selection
- 10.4 Create, defend and justify improvements to recruitment and selection processes, both when remedial action is required and also as part of a continuous development philosophy

**11. Describe, explain and apply systematic and businesslike methods for encouraging employee retention and managing employee departures (through turnover, retirement, redundancy or dismissal)**

- 11.1 Recount both the benefits and hazards associated with devising specific mechanisms to improve employee retention
- 11.2 Describe and implement methods for measuring and analysing labour turnover, both in general and for specified groups of employees
- 11.3 Understand the various mechanisms available to organisations in order to manage employee retirements and redundancy programmes in ways that are legally and ethically compliant, yet also businesslike
- 11.4 Outline the principles and objectives that should govern the design and application of an organisation's dismissal procedure
- 11.5 Create systems for measuring employee absence, and cost-effective routes to reduce employee absence when it becomes a problem requiring solutions

**12. Creating an 'employer of choice' strategy**

- 12.1 Describe what is meant by the 'employer of choice' attribution
- 12.2 Outline the benefits for becoming an 'employer of choice'
- 12.3 Explain and justify the ways in which an organisation should seek to become an 'employer of choice'

**Assessment Criteria:**

- Assessment method: written examination
- Length of examination: three hours
- Candidates must answer four questions from a choice of eight, each question carrying equal marks

**Recommended Reading**

Taylor, S – *People Resourcing* (3<sup>rd</sup> edition 2005) CIPD  
ISBN: 1843980770

Taylor, S – *The Employee Retention Handbook* (2002) CIPD  
ISBN: 0814405525

Bratton, J and Gold, J – *Human Resource Management – Theory and Practice* (2003) Palgrave Macmillan  
ISBN: 0333993268