

## Unit FM4.03: Understanding people management in facilities management

*The assessment criteria form part of the unit and specify the standard that a learner is expected to meet to demonstrate that the learning outcomes within the unit have been achieved. The additional guidance, which is shown in brackets and italics alongside the assessment criteria, does not technically form part of the unit, in that it is not included in the reference version of the unit shown by the Register of Regulated Qualifications. The additional guidance is provided to illustrate how the assessment criteria might be interpreted. The BIFM will generally expect assessors to interpret the assessment criteria as described, or to an equivalent level of demand.*

### Aim of the unit:

This unit enables learners to develop knowledge and understanding of the principles, practices and legal requirements of leading and managing staff in a facilities management context.

Title:	Understanding people management in facilities management	
Level:	4	
Credit value:	8	
Learning outcomes	Assessment criteria	
<i>A learner when awarded credit for this unit will:</i>	<i>Assessment of this learning outcome will require a learner to demonstrate that they can:</i>	
1. Understand how to plan workloads and work allocation for staff within the facilities management function	1.1 Explain why human resource planning is critical to effective facilities management <i>(including function analysis and optimum resource levels, managing HR overheads, skills acquisition and maintenance, career progression and people motivation)</i>  1.2 Demonstrate workload planning and work allocation to ensure that an adequate staff resource is available <i>(using example/s from the learner's own experience and/or case studies)</i>	
2. Understand the recruitment cycle	2.1 Explain why it is important to recruit people with the right skills, experience and approach for the role in question <i>(including supporting organisational</i>	

	<p><i>objectives, organisational culture, and the specific demands made on the facilities management function)</i></p> <p>2.2 Describe the stages of the recruitment process and explain the factors to be taken into account at each stage <i>(including a high-level overview of job analysis, job description, person specification, financial/management approval, attracting applications, managing applications, candidate selection, making appointments, welcoming new employees, and induction)</i></p> <p>2.3 Identify the policies needed to encourage retention <i>(including reference to the effects of policies for matters such as equal opportunities, respect for diversity, work/life balance, flexible working, fair and transparent rewards and benefits, performance management, learning and development, discipline and grievances)</i></p> <p>2.4 Explain the implications for an organisation when staff leave <i>(including issues such as loss of skill/expertise, costs of recruiting replacements, pressure on remaining team members, and loss of future potential)</i></p>
<p>3. Understand staff appraisal and performance measurement</p>	<p>3.1 Describe how to set clear performance objectives for staff <i>(including the use of appropriate language, SMART objectives, alignment with team/organisational objectives, discussion and agreement team members)</i></p> <p>3.2 Describe how staff appraisal contributes to performance measurement <i>(no additional guidance)</i></p> <p>3.3 Explain the differences between formal and informal appraisal systems <i>(no additional guidance)</i></p>

<p>4. Understand the importance of good communication when dealing with people</p>	<p>4.1 Explain the principles of effective communication when dealing with people <i>(including the value of personal integrity, and supporting the explanation with examples of effective outcomes, such as prevention of misunderstanding, resentment or poor morale, creation of coaching and/or mentoring opportunities)</i></p> <p>4.2 Describe different methods of communication and how a facilities manager can use them appropriate to the situation <i>(illustrating the description with examples, such as face to face, telephone, notice boards, journals and newsletters, letter, email and intranet, presentations, meetings and briefings, surveys and focus groups)</i></p>
<p>5. Understand how to manage workplace stress</p>	<p>5.1 Describe the process of managing workplace stress <i>(providing an overview of primary, secondary and tertiary methods for the prevention and management of stress)</i></p>
<p>6. Understand the key requirements of legislation effecting the employment and management of people</p>	<p>6.1 Explain the principles of relevant employment legislation <i>(including the reasons for such legislation)</i></p> <p>6.2 Explain the issues surrounding non-compliance with the legislation <i>(no additional guidance)</i></p> <p>6.3 Describe the legislation of employment, health and welfare of people <i>(including contracts of employment, pay and conditions, working hours, time off and sickness absence, diversity and equality of opportunity, discrimination, duty of care)</i></p> <p>6.4 Explain the principles and elements within Discrimination legislation <i>(including reference to direct and indirect discrimination, harassment and victimisation, and to groups specifically)</i></p>

	<i>protected by law)</i>	
	6.5 Describe the stages of a grievance and disciplinary process and explain the factors to be taken into account at each stage ( <i>including the significance of correct process and documentation, and rights of appeal</i> )	
Unit expiry date	31st October 2017	
Unit reference number	H/601/1702	
Link to National Occupational Standards	FM409	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	People Management

## Resources:

Managing for Performance: Delivering Results Through Others by Pam Jones  
New and bestselling books by Michael Armstrong cluster sheet: Performance Management: Key Strategies and Practical Guidelines: 5 by Michael Armstrong  
Performance Management by Herman Aguinis  
Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs by David Parmenter  
Harvard Business Essentials: Managing Employee Performance by Harvard  
Performance Management: The New Realities (Developing Practice) by Michael Armstrong and Angela Baron  
Managing Performance: Managing Performance in Action by Michael Armstrong and Angela Baron  
People Management and Performance by John Purcell, Nicholas Kinnie, Juani Swart, and Bruce Rayton  
Fast Track to Success: People and Performance Management by David Ross  
Human Resource Management by Derek Torrington, Stephen Taylor, and Laura Hall  
Fundamentals of Human Resource Management: Managing People at Work by Derek Torrington, Laura Hall, and Steven Taylor  
Human Resource Management: AND Employee Relations by Derek Torrington, Laura Hall, Stephen Taylor, and Mr Graham Hollinshead  
Human Resources Management: AND "How to Succeed in Exams and Assessments" by Derek Torrington, Laura Hall, Stephen Taylor, and Kathleen McMillan  
Recruiting, Selecting and Inducting New Staff in the Workplace Super Series by Institute of Leadership and Management  
Harvard Business Review on Finding and Keeping the Right People ("Harvard Business Review" Paperback) by Harvard Business School Press  
Introducing Human Resource Management: AND MyLab Access Code by Margaret Foot and Caroline Hook  
Armstrong's Handbook of Human Resource Management Practice by Michael Armstrong  
Fundamentals of Human Resource Management: Managing People at Work by Derek Torrington, Laura Hall, and Steven Taylor  
Mastering People Management by Mark A. Thomas  
Chartered Institute of Personnel and Development - [www.cipd.co.uk](http://www.cipd.co.uk)  
[www.bifm.org.uk](http://www.bifm.org.uk)  
FM World - [www.fm-world.co.uk](http://www.fm-world.co.uk)  
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