Unit FM5.03 Managing people 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.

(At level 5, the evidence provided by learners to confirm that they meet the assessment criteria should mostly relate to organisations where they have worked or where they are working.)

Aim of the unit:

This unit enables a learner to review, develop and implement human resource management strategies from recruitment through to exit, in compliance with employment legislation.

Title:	Managing people in facilities management
Level:	5
Credit value:	8

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to undertake and review human resource planning in a facilities management context	1.1 Identify various approaches to workload planning and work allocation *(no additional guidance)* 1.2 Evaluate their effectiveness within the context of an organisation's overall strategy *(relating the approaches identified for assessment criterion 1.1 to an example from the learner's own experience and/or a case study)*
2. Be able to review and improve processes for selecting and recruiting appropriate people	2.1 Evaluate the extent to which an organisation's process enables the Facilities Manager to recruit the right people with the right skills, experience and approach for the role in question *(using an example from the learner's own experience and/or a case*

	study)
	2.2 Analyse and develop selection criteria to ensure the right people are recruited within facilities management *(no additional guidance)*
	2.3 Analyse the strengths and weaknesses in the recruitment process and make recommendations for change *(by reference to the example related to assessment criterion 2.1, and explaining how the different steps in the process can be optimised)*
3. Be able to use and review appropriate processes to manage staff retention	3.1 Analyse appropriate theories, principles and practices for motivating and retaining staff *(no additional guidance)*
	3.2 Apply appropriate theories, principles and practice to motivating and retaining staff and review their effectiveness *(relating the analysis provided for the assessment criterion above to the learner's own experience)*
	3.3 Evaluate the application of the dynamics of reward and recognition within a facilities management function *(relating different methods of reward and recognition, and their effects on staff motivation, to the learner's own experience)*
	3.4 Evaluate the extent to which they are successful *(as for the previous assessment criterion)*
	3.5 Analyse ways to develop staff *(including different reasons for developing staff and different methods of doing so)*
	3.6 Analyse ways to promote a learning culture within an organisation *(including how different ways of promoting a learning culture can contribute to personal development needs and organisational aims)*
4. Be able to use and review appropriate processes to manage staff exit	4.1 Analyse the reasons why staff leave and review implications *(no additional guidance)*
	4.2 Investigate the application of succession planning including its benefits *(including an explanation of succession planning and its purpose, and an analysis of benefits such as*

	the effects on staff motivation, workload planning and business continuity)
	4.3 Investigate skill transference within the working environment including its benefits. *(including an explanation of skill transference and how this can be achieved, and an analysis of benefits such as the effects on personal development, succession planning and headcount)*
	4.4 Evaluate the effectiveness of disciplinary and grievance procedures within an organisation *(including the steps required within disciplinary and grievance procedures, the benefits of the correct procedures, and the implications of failing to do so)*
5. Be able to manage and monitor staff performance in a facilities management context	5.1 Apply the principles of staff monitoring and performance appraisal in a facilities management context *(relating these principles to example/s from the learner's own experience and/or case studies)*
	5.2 Analyse their impact on productivity and recruitment costs *(using example/s from the learner's own experience and/or case studies and including reference to the costs and benefits of appraisal processes)*
	5.3 Analyse methods used for improving team and individual performance *(using example/s from the learner's own experience and/or case studies)*
	5.4 Explain how training and development is used to support improvement in performance *(including how to use a systematic approach from the identification of training and development needs through to the provision of support for improved performance)*
6. Understand the importance of good communication methods within people management	6.1 Analyse different communication methods for different situations *(no additional guidance)*
	6.2 Review the effectiveness of the communication methods within a range of different situations *(using example/s from the learner's own experience and/or case studies)*

7. Be able to manage stress in the workplace	7.1 Analyse the extent and causes of work-related stress *(making reference to Health & Safety Executive information and statistics)* 7.2 Propose ways of creating an organisational culture that will minimise stress levels *(relating the analysis prepared for the previous assessment criterion to example/s from the learner's own experience and/or case studies)* 7.3 Explain how to manage own and staff stress issues *(relating current best practice to example/s from the learner's own experience and/or case studies)*
8. Understand the implications of compliance and non compliance with the key legislation	8.1 Analyse and evaluate the implications and impact of legislation relating to employment upon an organisation *(including both legal and other possible implications of non-compliance)*
Unit expiry date	31st October 2017
Unit reference number	T/601/1770

FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	People Management
	Business Continuity and Compliance	Compliance

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
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 & Mananagement
Harvard Business Review on Finding & 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
BIFM/People Management Forum
FM World - www.fm-world.co.uk
Workplacelaw - www.workplacelaw.net
People Management - http://www.peoplemanagement.co.uk/pm/