

## Unit FM6.08 Human resource management in facilities management

*(At level 6, the evidence provided by learners to confirm that they meet the assessment criteria must relate to organisations where they have worked or where they are working. Where appropriate, the evidence should show that the learners have been able to take into account relevant theories and methods addressed by the BIFM qualifications at levels 5 and 4.)*

### Aim of unit:

This unit enables learners to plan facilities management workforce in relation to organisational plans and objectives, understand the factors that impact on workforce planning and the benefits of a diverse workforce. It helps them to know how to take difficult decisions in relation to workforce planning and performance and understand the importance of having transparent disciplinary and grievance procedures. This unit also enables learners to create a learning environment in own organisation.

<b>Title:</b>	Human resource management in facilities management
<b>Level:</b>	6
<b>Credit value:</b>	6
<b>Learning outcomes</b>  <i>A learner when awarded credit for this unit will:</i>	<b>Assessment criteria</b>  <i>Assessment of this learning outcome will require a learner to demonstrate that they can:</i>
1. Understand workforce planning in the context of facilities management	<p>1.1 Analyse the capacity and capability of a workforce in terms of the facilities management function's vision, objectives and plans.</p> <p>1.2 Identify systemic issues and trends affecting the workforce and human resource management and analyse their effect on current and future work.</p> <p>1.3 Predict and plan for likely future scenarios based on realistic analysis of trends and developments.</p>
2. Understand the various factors that impact on workforce planning	<p>2.1 Evaluate the employment policies and practices within an organisation in terms of their impact on the capacity and capability of the facilities management function.</p> <p>2.2 Evaluate the types of employment agreements.</p>

	<p>2.3 Evaluate the patterns for employing, recruiting and keeping people within an organisation compared to benchmarking data.</p> <p>2.4 Evaluate the effectiveness of compliance with legislation, regulations and codes of practice that apply to facilities management.</p> <p>2.5 Put in place actions to ensure compliance where necessary.</p>
<p>3. Understand the issues and benefits to an organisation of having a diverse workforce</p>	<p>3.1 Evaluate the extent to which equality and diversity issues are addressed in workforce planning (<i>making reference to current legislation</i>)</p> <p>3.2 Evaluate the different ways in which diversity workforce requirements can be met, their advantages and disadvantages, costs and benefits.</p> <p>3.3 Evaluate the working culture and practices of an organisation to ensure that they are consistent with the values of equality and diversity, workers' welfare, rights and health and safety.</p>
<p>4. Know how and when to take difficult decisions in relation to workforce planning and workforce performance</p>	<p>4.1 Analyse potential risks associated with the current or predicted workforce capacity and the capability or performance of an organisation.</p> <p>4.2 Identify scenarios when it may be necessary to take decisions in uncertain situations or based on incomplete information.</p> <p>4.3 Identify scenarios where it may be necessary to take and implement difficult and/or unpopular decisions if necessary.</p> <p>4.4 Ensure that appropriate and effective contingency arrangements are in place to deal with sudden changes in workforce capacity or workforce performance.</p>
<p>5. Be able to create a learning environment for the workforce</p>	<p>5.1 Develop and review plans for learning and development to ensure that they meet with an organisation's requirements for knowledge, skills,</p>

	<p>professional development of employees.</p> <p>5.2 Develop review systems that encourage individuals to take responsibility for their own learning.</p> <p>5.3 Develop and review systems that provide written personal development plans for individuals in an organisation.</p>	
6. Understand the importance of effective and transparent procedures for human resource management	<p>6.1 Evaluate the transparency of the processes and procedures for managing the performance of the workforce.</p> <p>6.2 Critically review the human resource legislation which has the most impact on the facilities management function.</p> <p>6.3 Describe the grievance process and the corporate and legislative requirements which form part of the process.</p> <p>6.4 Describe the necessity of acting with due diligence when dealing with grievance or disciplinary issues.</p>	
Unit expiry date	31st October 2017	
Unit reference number	A/601/1902	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	People Management
	Business Continuity and Compliance	Compliance

## Resources:

Human Resource Development: Strategy and tactics by Juani Swart, Clare Mann, Steve Brown, and Alan Price

High Performance Business Strategy: Inspiring Success Through Effective Human Resource Management by Ap Eigenhuis and Rob van Dijk

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 & Management

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](http://www.cipd.co.uk)

BIFM

FM World - [www.fm-world.co.uk](http://www.fm-world.co.uk)

Workplacelaw - [www.workplacelaw.net](http://www.workplacelaw.net)

People Management - [www.peoplemanagement.co.uk](http://www.peoplemanagement.co.uk)