

CIPD

*Championing better
work and working lives*

Intermediate level Specification Human Resources

Regulated Qualifications Framework (RQF)

January 2018



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Key information

Qualification objective

Intermediate qualifications develop knowledge and understanding of different HR models and practices, and the external factors that impact on organisations. They are suited to individuals who:

- seek to develop a career in HR management and development
- are working in the field of HR and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Total qualification time

Total Qualification Time (TQT) is the number of hours it is estimated that a candidate will take to complete a qualification from start to finish and includes guided learning hours, self study, preparation and assessment.

Assessment

Candidates are assessed via a range of assessment methods to ensure that all the learning outcomes and assessment criteria are met in a way that enhances their learning experience. The assessments will allow candidates to demonstrate a clear grasp of the concepts and their ability to link theory to practice and to communicate clearly in the HR field at the appropriate level. Although a variety of assessment methods may be used, the demands made on candidates within and between centres must be comparable to ensure consistency of assessment.

All unit assessment criteria are summatively assessed. Formative assessment is also encouraged within each unit.

Assessment methods may include:

- assignments
- case studies
- integrated work activities
- group and individual presentations
- projects
- reports
- time constrained tests
- examinations
- Viva Voce

Competency-based assessment may also be used in centres that are approved for this method of assessment and have assessors that are occupationally competent.

Centres may choose activities from the CIPD Assessment Bank or design their own. Where a centre devises its own assessments, these must be approved by the CIPD before use.

All centre-marked assessments are subject to external verification to ensure that standards are judged comparatively against internal and external benchmarks.

Credit transfer, exemptions, and recognition of prior learning

CIPD encourages the recognition of previous achievements of candidates. Credit transfer, exemptions, and recognition of prior learning play an important part in this by supporting candidate progression.

During the initial diagnostic interview with candidates any credit transfer, exemption and RPL opportunities should be discussed and the appropriate evidence collected.

Credit transfer

Credit transfer is the process of using credits awarded in the context of one of the CIPD Level 3 Foundation, Level 5 Intermediate or Level 7 Advanced qualifications or other RQF qualification towards the achievement requirements of another CIPD qualification of the same level/type.

Exemption

Exemption is defined as the facility for a candidate to claim exemption from some of the achievement requirements of a CIPD qualification, using evidence of certificated achievement which does not fall within the definition of credit transfer but is deemed by the CIPD to be of equivalent level, content and value.

This means that candidates who have certificated achievements which do not fall within the definition of a credit transfer, as described above, can claim exemption from units/modules within CIPD qualifications that are deemed by CIPD to be of equal level, content and value.

Recognition of prior learning (RPL)

Where candidates do not have prior certificated achievements but do have some non-formal or informal learning, they may seek recognition of prior learning (RPL). We define RPL as a method of assessment, leading to the award of credit that considers whether a candidate can demonstrate that they can meet the assessment requirements for a unit/module through knowledge, understanding and skills they already possess and do not need to develop through a course of learning.

Progression opportunities

CIPD has 3 sizes of qualification, Awards, Certificates, and Diplomas. Candidates can widen their knowledge further by undertaking more units at any time.

On completion of the CIPD Level 5 Award in Human Resources (3-12 credits), candidates can progress their studies by undertaking further units and gaining more credits to achieve a CIPD Level 5 Certificate in Human Resource Management (32 credits) or a CIPD Level 5 Diploma in Human Resource Management (44 credits).

Candidates can also progress their studies further by undertaking the CIPD Advanced Level qualifications.

Intermediate level Specification Human Resources

CIPD Awarded Centres

Rules of combination for CIPD awarded¹ Level 5* Intermediate qualifications in Human Resources

¹ CIPD awarded qualifications are offered at centres with no qualification awarding powers

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

List of units for Level 5 Award in Human Resources

Optional units	Unit code	Credit value	Guided learning hours
Developing Professional Practice	5DVP	4	20
Business Issues and the Contexts of Human Resources	5CHR	6	30
Using Information in Human Resources	5UIN	4	20
Resourcing and Talent Planning	5RST	6	30
Reward Management	5RMT	6	30
Improving Organisational Performance	5IVP	6	30
Employee Engagement	5ENG	6	30
Contemporary Developments in Employment Relations	5DER	6	30
Employment Law	5EML	6	30
Managing and Coordinating the Human Resources Function	5HRF	6	30
Organisation Design	5ODG	3	15
Organisation Development	5ODT	3	15
Human Resources Service Delivery	5SDL	3	15

Rules of combination for CIPD awarded qualifications:

Level 5 Award in Human Resources = 3 to 12 credits and a TQT of between 30 and 120 hours

- free choice of units from the table above to a minimum of 3 credits and a maximum of 12 credits.

List of units for Level 5 Certificate in Human Resource Management

Core units	Unit code	Credit value (FHEQ)	Guided learning hours
Developing Professional Practice	5DVP	4	20
Business Issues and the Contexts of Human Resources	5CHR	6	30
Using Information in Human Resources	5UIN	4	20

Group A: Optional units	Unit code	Credit value	Guided learning hours
Resourcing and Talent Planning	5RST	6	30
Reward Management	5RMT	6	30
Improving Organisational Performance	5IVP	6	30
Employee Engagement	5ENG	6	30
Contemporary Developments in Employment Relations	5DER	6	30
Employment Law	5EML	6	30
Managing and Coordinating the Human Resources Function	5HRF	6	30
Organisation Design	5ODG	3	15
Organisation Development	5ODT	3	15
Human Resources Service Delivery	5SDL	3	15

Group B: Optional units	Unit code	Credit value	Guided learning hours
Using Facilitation Skills	5UFS	6	30
Implementing Coaching and Mentoring	5ICM	6	30
Developing Leadership and Management Skills	5LMS	6	30
Developing and Using Consultancy Skills	5CNS	6	30

Rules of combination for CIPD awarded qualifications:

Level 5 Certificate in Human Resource Management = 32 credits and a TQT of 320 hours

- choose 14 credits from all core units and 18 credits from optional units
- optional choice must include a minimum of 12 credits from Group A and a further 6 credits from either Group A and/or Group B.

List of units for Level 5 Diploma in Human Resource Management

Core units	Unit code	Credit value	Guided learning hours
Developing Professional Practice	5DVP	4	20
Business Issues and the Contexts of Human Resources	5CHR	6	30
Managing and Coordinating the Human Resources Function	5HRF	6	30
Using Information in Human Resources	5UIN	4	20

Group A: Optional units	Unit code	Credit value	Guided learning hours
Resourcing and Talent Planning	5RST	6	30
Reward Management	5RMT	6	30
Improving Organisational Performance	5IVP	6	30
Employee Engagement	5ENG	6	30
Contemporary Developments in Employment Relations	5DER	6	30
Employment Law	5EML	6	30
Organisation Design	5ODG	3	15
Organisation Development	5ODT	3	15
Human Resources Service Delivery	5SDL	3	15

Group B: Optional units	Unit code	Credit value (FHEQ)	Guided learning hours
Using Facilitation Skills	5UFS	6	30
Implementing Coaching and Mentoring	5ICM	6	30
Developing Leadership and Management Skills	5LMS	6	30
Developing and Using Consultancy Skills	5CNS	6	30

Rules of combination for CIPD awarded qualifications:

Level 5 Diploma in Human Resource Management = 44 credits and a TQT of 440 hours

- choose 20 credits from all core units and 24 credits from optional units
- optional choice must include a minimum of 18 credits from Group A and a further 6 credits from either Group A and/or Group B.

Unit summaries

Developing Professional Practice

Unit title	Developing Professional Practice
Level	5*
Credit value	4
Unit code	5DVP
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit is designed to enable the learner to develop a sound understanding of the knowledge, skills and behaviours required by Human Resources (HR) professionals, whether in a generalist or specialist role, and as described in the CIPD Profession Map. The unit embraces the 'thinking performer' perspective and covers the competencies needed by the HR professional in a personal capacity, when collaborating and working with others, and when functioning efficiently and effectively in an organisational context. It will enable learners to assess their own strengths and identify a Continuing Professional Development (CPD) plan, based on the capabilities required for ethical, business-focused and interpersonal professional conduct.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand what is required to be an effective and efficient HR professional.
- 2 Be able to perform efficiently and effectively as an HR professional.
- 3 Be able to apply CPD techniques to construct, implement and review a personal development plan.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 20 hours with an additional 20 hours of self-directed learning for reading and the preparation of assessment evidence.

Business Issues and the Contexts of Human Resources

Unit title	Business Issues and the Contexts of Human Resources
Level	5*
Credit value	6
Unit code	5CHR
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human Resources (HR) professionals need to understand key developments in the business and external contexts within which HR operates. This unit enables learners to identify and review the business and external contextual factors affecting organisations and to assess the impacts of these factors on the HR function. The unit also examines HR's role in strategy formulation and implementation. The unit is designed to encourage learners to adopt a critical perspective of these contexts and to provide workable organisational and HR solutions to address them.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit learners will be able to:

- 1 Understand the key contemporary business issues and main external factors affecting different organisations and the impact on HR.
- 2 Understand how organisational and HR strategies and practices are shaped and developed.
- 3 Know how to identify and respond to changes in the business environment.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Using Information in Human Resources

Unit title	Using Information in Human Resources
Level	5*
Credit value	4
Unit code	5UIN
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human Resources (HR) professionals need to be able to present a viable and realistic case for improvement based on sound work-based research and an understanding of what is considered good practice. This core unit develops the skills of research and enquiry in order to enable learners to identify appropriate data sources to support an investigation into an area of HR practice and to synthesise and apply this data, to evaluate the role of HR in business and strategy formulation and implementation, and to prepare and present a business case for improvement.

This unit is suitable for persons who:

- seek to develop a career in human resources management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resources policies and strategies
- need to understand the role of human resources in the wider, organisational and environmental contexts.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the research process and different research approaches.
- 2 Be able to conduct a critical review of information sources in an area of HR/business practice and analyse the findings.
- 3 Be able to draw meaningful conclusions and evaluate options for change.
- 4 Know how to deliver clear, business-focused reports on an HR issue.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 20 with an additional 20 hours of self-directed learning for reading and the preparation of assessment evidence.

Resourcing and Talent Planning

Unit title	Resourcing and Talent Planning
Level	5*
Credit value	6
Unit code	5RST
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

A fundamental part of the Human Resource (HR) management role is concerned with the mobilisation of a workforce, taking responsibility for ensuring that the organisation is able to access the skills it needs at the time and in the places that it needs them to drive sustained organisation performance. This involves attracting, retaining and, from time to time, managing the departure of staff from the organisation. Achieving this requires insight-driven strategic and operational activity. Organisations are obliged to compete with one another to secure the services of a workforce in labour markets that are continually evolving. One of the major aims of this unit is thus to introduce learners to the strategic approaches that organisations take to position themselves as employers in the labour market and to plan effectively so that they are able to meet their current and anticipated organisational skills needs. Another is to introduce the key operational tools, techniques and practices that organisations use to resource their organisations effectively. These encompass recruitment, selection, workforce planning, staff retention, succession planning, retirement and dismissal processes. The purpose of this unit is to provide an overview of the way different organisations are managing these activities and which are the most effective in the context of diverse and distributed locations.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand key contemporary labour market trends and their significance for workforce planning.
- 2 Be able to undertake talent planning and recruitment activities.
- 3 Understand how to maximise employee retention.
- 4 Know how to manage dismissal, redundancy and retirement effectively and lawfully.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Reward Management

Unit title	Reward Management
Level	5*
Credit value	6
Unit code	5RMT
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

The reward management unit provides the learner with a wide understanding of how the business context drives reward strategies and policies, including labour market, industrial and sector trends, regional differences and trends in pay and international comparisons; the financial drivers of the organisation, the balance sheet and the impact of reward costs. The learner is required to gather and evaluate intelligence on a wide range of reward data and show how this impacts upon business decisions. The learner will acquire knowledge of the perspectives, principles and policies of reward from a theoretical and strategic focus and learn how to implement them in practice. The learner will be able to assess the contribution of reward to business viability and advise on the appropriateness of policies and practices to line managers to promote employee performance.

This unit is suitable for persons who:

- seek to develop a career in human resource management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resource policies and strategies need to understand the role of human resources in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the business context of reward and the use of reward intelligence.
- 2 Understand key reward principles and the implementation of policies and practices.
- 3 Understand the role of line managers in making reward decisions.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Improving Organisational Performance

Unit title	Improving Organisational Performance
Level	5*
Credit value	6
Unit code	5IVP
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit introduces the learner to how organisations can drive sustained organisation performance by creating a high-performance work organisation (HPWO) and involving line managers in the performance management process. The unit assesses the different conceptual frameworks of high-performance working (HPW) and examines its impact on organisational performance, competitive advantage, employee engagement and employee well-being. It provides the learner with the business case for, and the barriers to, HPW as well as the role of people management in improving organisational performance. Furthermore, the unit examines the contribution of the performance management process and shows how the involvement and commitment of line managers, and the use of effective and inclusive collaborative working and communication techniques, can support the building of a high-performance culture that promotes diversity, trust, enthusiasm and commitment and that recognises critical skills, capabilities, experience and performance.

This unit is suitable for persons who:

- seek to develop a career in human resources (HR) management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the concept of high-performance working (HPW) and its contribution to creating and sustaining a high-performance work organisation (HPWO).
- 2 Understand the contribution of performance management to high levels of performance and the role of line managers in the process.
- 3 Know how to create and sustain a community of practice to build a high-performance culture.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Employee Engagement

Unit title	Employee Engagement
Level	5*
Credit value	6
Unit code	5ENG
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit is intended to provide learners with a broad understanding of what is meant by employee engagement, including how it can be linked to and yet be distinguished from other related concepts. It covers the components of employee engagement and the processes through which high levels of engagement can be secured and sustained within an organisation, with special reference to the comprehensive application of human resources (HR) policies, strategies and practices. The unit also introduces the learner to the principles of and applications for high-performance working (HPW).

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the concept and components of employee engagement and evidence showing its contribution to achieving business outcomes.
- 2 Understand the importance of employee engagement as a contributor to positive corporate outcomes.
- 3 Know how to implement HR strategies and practices to raise levels of employee engagement in a specific organisational context.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Contemporary Developments in Employment Relations

Unit title	Contemporary Developments in Employment Relations
Level	5*
Credit value	6
Unit code	5DER
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human resource (HR) professionals need to understand key developments in the theory and practice of employment relations, both within and beyond the immediate organisational context. This unit allows learners to build on their knowledge and experience to develop the skills required to make informed and effective judgements about existing and emerging models, processes and practices of employment relations in local and international jurisdictions. The unit is designed to encourage learners to assess and understand broader developments that influence the effective management of the employment relationship in indigenous and multinational organisations.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the nature and context of employment relations.
- 2 Know about employment relations legislation.
- 3 Understand contemporary developments in employee involvement and participation.
- 4 Know about different forms of conflict behaviour and dispute resolution.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Employment Law

Unit title	Employment Law
Level	5*
Credit value	6
Unit code	5EML
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Recent decades have seen a substantial increase in the extent to which the employment relationship in the UK, Ireland and the EU is regulated through employment legislation. As a result, human resources (HR) professionals are now obliged to take account of legal requirements in different jurisdictions when carrying out many central aspects of their role. They are also obliged to take responsibility for the defence and settlement of claims lodged with employment tribunals by aggrieved employees or former employees. The purpose of this unit is to introduce the major areas of employment legislation and the employment law system, focusing in particular on ways in which day-to-day HR activities are subjected to some form of regulation. The unit is intended to provide an overview, rather than to focus in detail on the operation of specific employment laws, for those who need to understand and be able to evaluate emerging developments in the management of the employment relationship in local and international jurisdictions.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the purpose of employment regulation and the way it is enforced in practice.
- 2 Know how to manage recruitment and selection activities lawfully.
- 3 Know how to manage change and reorganisation lawfully.
- 4 Know how to manage issues relating to pay and working time lawfully.
- 5 Be able to ensure that staff are treated lawfully when they are at work.
- 6 Know how to manage performance and disciplinary matters lawfully.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Managing and Co-ordinating the Human Resources Function

Unit title	Managing and Co-ordinating the Human Resources Function
Level	5*
Credit value	6
Unit code	5HRF
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

The purpose of this unit is to introduce learners to human resources (HR) activity and to the role of the HR function in organisations in general terms. It focuses on the aims and objectives of HR departments in contemporary organisations and particularly on the ways that these are evolving. Different ways of delivering HR objectives and emerging developments in the management of the employment relationship are explored as well as the methods that can be used to demonstrate that the function adds value for organisations. The unit also aims to inform learners about published research evidence linking HR activity with positive organisational outcomes. The case for professionalism and an ethical approach to HR is introduced, as is the role played by HR managers in facilitating and promoting effective change management.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the purpose and key objectives of the HR function in contemporary organisations.
- 2 Understand how HR objectives are delivered in different organisations.
- 3 Understand how the HR function can be evaluated in terms of value added and organisation performance.
- 4 Understand the relationship between organisational performance and effective HR management and development.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Organisation Design

Unit title	Organisation Design
Level	5*
Credit value	3
Unit code	5ODG
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Ensuring that an organisation is appropriately designed to deliver organisation objectives in the short and long term is critical to sustainable organisation performance. Driven by organisation business strategy and operating context, organisation design is a conscious process of shaping and aligning the various organisational components: structure, size, systems, processes, people, performance measures, culture and communication. This unit explores, through a review of theories and models, the elements that contribute to organisation design and the development of organisation insight crucial to building agile and adaptable organisations, with healthy cultures that are essential to meet current and future challenges.

This unit is suitable for persons who:

- seek to develop a career in human resources management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resources policies and strategies
- need to understand the role of human resources in the wider organisational and environmental contexts.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the historical and theoretical basis of organisation design and the relationship between organisational elements and the business strategy.
- 2 Understand the key factors to be considered in the design of organisations and the implications for the management and development of people and resources.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Organisation Development

Unit title	Meeting Organisational Development Needs
Level	5*
Credit value	3
Unit code	5ODT
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

According to the CIPD definition, the purpose of organisation development is to take 'a planned and systematic approach to enabling sustained organisation performance through the involvement of its people'. To this end, organisation development focuses on making interventions and driving improvements to organisational success by facilitating the ways in which employees – individuals, groups and teams are motivated to perform and are rewarded for performance; are involved in the business decision making processes; interact with, and relate to each other; acquire and develop knowledge, experience and skills in the context of rapidly changing organisational environments. This unit provides a good foundation of underpinning organisation development theory and knowledge, including its relationship to organisation design and change management, and how effective organisation development interventions can increase business performance and productivity.

This unit is suitable for persons who:

- seek to develop a career in human resources management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resources policies and strategies
- need to understand the role of human resources in the wider organisational and environmental contexts.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the organisation development process from a historical, theoretical and practical perspective.
- 2 Understand various organisation development practices, models and approaches.
- 3 Understand the value of organisation development interventions to business performance and productivity.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Human Resources Service Delivery

Unit title	Human Resources Service Delivery
Level	5*
Credit value	3
Unit code	5SDL
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human resources (HR) professionals need to understand the different HR service delivery models available to contemporary organisations, the ways that these are evolving and the contribution that effective and efficient HR service delivery makes to facilitating and supporting sustained organisational performance. This includes establishing and monitoring service standards, measuring performance and issues surrounding the use of shared services, partners and external providers.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the reasons behind organisations changing the structure and location of HR service provision.
- 2 Understand the different HR service delivery models available to contemporary organisations.
- 3 Understand the challenges involved in maintaining and managing HR services and how standards are established and monitored.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Using Facilitation Skills

Unit title	Using Facilitation Skills
Level	5*
Credit value	6
Unit code	5UFS
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Facilitation skills are one of the most important set of skills for learning and development (L&D) professionals. This unit will further develop the learners' knowledge and expertise in using a range of facilitation skills in different professional contexts including both business and learning contexts. Different models of facilitation will be explored plus coverage of an extensive range of tools and techniques that can be used to facilitate effectively in learning and business contexts. Learners will be able to further develop their expertise in using warm ups and closure techniques, facilitating experiential learning, facilitating meetings effectively, facilitating group learning, reaching consensus when groups are faced with alternatives, observing and interpreting behaviour, managing conflict and challenging behaviours. Learners will also be encouraged to reflect on their own facilitation skills and plan for improvements based on a model of reflective practice.

This unit is suitable for persons who:

- are working in or are seeking to develop a career in L&D
- aim to further their knowledge and understanding of models of facilitation and different tools and techniques
- aim to develop their repertoire of facilitation skills in business and learning contexts.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the nature of facilitation and the principles of effective facilitation.
- 2 Know about different facilitation models and techniques.
- 3 Be able to use different facilitation techniques in different business and learning contexts.
- 4 Be able to reflect on own facilitation skills and plan to improve future practice.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30, with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Implementing Coaching and Mentoring

Unit title	Implementing Coaching and Mentoring
Level	5*
Credit value	6
Unit code	5ICM
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

The purpose of this unit is to develop the learners' understanding of both coaching and mentoring and of the potential value of both practices within organisations. The unit will also provide opportunities for the learners to enhance their coaching and mentoring skills. The unit begins by exploring and differentiating between the concepts of coaching and mentoring. The benefits for different stakeholders including the coach/coachee and mentor/mentee will be explored. The unit goes on to look at different models of implementing coaching and mentoring in organisations, the role of line managers in both the practices and the factors that all need to consider before implementation. The unit provides the learners with guidance on how they can support the implementation of coaching and mentoring activity in organisations.

This unit is suitable for persons who:

- are working in or are seeking to develop a career in L&D
- aim to further their understanding of coaching and mentoring and related concepts
- aim to develop their ability to introduce coaching and mentoring into an organisation and contribute to the development of a coaching and mentoring culture.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the nature, purpose and benefits of coaching and mentoring in organisations.
- 2 Understand the different ways coaching and mentoring can be implemented in organisations.
- 3 Be able to support the implementation of coaching and/or mentoring programmes within an organisation.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30, with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Developing Leadership and Management Skills

Unit title	Developing Leadership and Management Skills
Level	5*
Credit value	6
Unit code	5LMS
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Effective leadership and management is broadly acknowledged to be essential to organisation effectiveness and success. Hence leadership and management development is a critical component of learning and development (L&D) practice. The purpose of this unit is therefore to enable learners to understand and analyse the role of L&D in leadership and management development. This will include examining differences between leadership and management. The key roles and tasks of corporate leaders and managers will be covered. The focus of the unit will then shift to the design of leadership and management development interventions. The role of the learning and development function will be explored. The unit will also include a discussion of the key principles for ensuring the success of leadership and management development programmes..

This unit is suitable for persons who:

- are working in or are seeking to develop a career in L&D.
- aim to explore the role of learning and development in developing corporate leaders and managers.
- aim extend their knowledge of methods for ensuring the success of leadership and management development programmes.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the distinction between leadership and management.
- 2 Be able to explain different approaches to developing leaders and managers and the role of the learning and development function.
- 3 Understand how to ensure the ownership and success of leadership and management development programmes.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30, with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence

Developing and Using Consultancy Skills

Unit title	Developing and Using Consultancy Skills
Level	5*
Credit value	6
Unit code	5CNS
Unit review date	September 2019

*RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

In the current world of economic change and uncertainty, the need for consulting skills and abilities has increased, along with the need for businesses in private and public sectors to procure the most cost-effective and innovative solutions for business problems and/or opportunities. This unit will further develop the learners' understanding of the nature of consultancy and related concepts, different consultancy roles and the key stages in the consulting process. The unit will explore the range of skills and techniques required to be effective in a learning and development consulting role for each stage of the consulting process i.e. from working with clients to address a business need, agreeing a solution through to evaluation and closure. At the end of the unit, it is expected that they will be better able and more confident in providing customised learning and development solutions to meet the needs of different clients. Negotiating the deliverables in a consultancy contract will also be addressed in the unit.

This unit is suitable for persons who:

- 1 Understand the meaning of consultancy and the common stages in the consulting process in a learning and development context.
- 2 Know how to work with a client to agree a learning and development solution.
- 3 Be able to support a client whilst implementing a learning and development solution.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the meaning of consultancy and the common stages in the consulting process in a learning and development context.
- 2 Know how to work with a client to agree a learning and development solution.
- 3 Be able to support a client whilst implementing a learning and development solution.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30, with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Intermediate level Specification Human Resources

CIPD Approved Centres

Rules of combination for CIPD approved¹ Level 5* Intermediate qualifications in Human Resources

¹ CIPD approved qualifications are offered at centres with qualification awarding powers, e.g. university awards and university validated awards.

*Comparable to RQF Level 5, comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

List of units for Level 5 Intermediate Certificate in Human Resource Management

Core units	Unit code	Credit value	Guided learning hours
Developing Professional Practice	5DPPv2	4	20
Business Issues and the Contexts of Human Resources	5BICv2	6	30
Using Information in Human Resources	5IHRv2	4	20

Optional units	Unit code	Credit value	Guided learning hours
Resourcing and Talent Planning	5RTPv2	6	30
Reward Management	5RWMv2	6	30
Improving Organisational Performance	5IOPv2	6	30
Employee Engagement	5EEGv2	6	30
Contemporary Developments in Employment Relations	5CERv2	6	30
Employment Law	5ELWv2	6	30
Managing and Coordinating the Human Resources Function	5MHRv2	6	30
Organisation Design	5ODSv2	3	15
Organisation Development	5ODVv2	3	15
Human Resources Service Delivery	5HRSv2	3	15

Group B Optional units	Unit code	Credit value	Guided learning hours
Contemporary Developments in Human Resource Development	5HRD	6	30
Meeting Organisational Development Needs	5MDN	3	15
Developing Coaching and Mentoring within Organisations	5DCM	3	15
Knowledge Management	5KNM	3	15

Rules of combination for CIPD approved qualifications:

Level 5 Intermediate Certificate in Human Resource Management (equivalent to 32 credits/160 glh)

- map to learning outcomes of all 3 core units (equating to 14 credits/70 glh)
- map to learning outcomes of whole optional units (equating to a minimum of 18 credits/ 90 glh), units chosen must form a coherent programme
- a maximum of 10 credits (50 glh) can be delivered and assessed at RQF Level 4
- the remainder of credits/glh must be delivered and assessed at RQF levels 5 and 6.

List of units for Level 5 Intermediate Diploma in Human Resource Management

Core units	Unit code	Credit value	Guided learning hours
Developing Professional Practice	5DPPv2	4	20
Business Issues and the Contexts of Human Resources	5BICv2	6	30
Managing and Coordinating the Human Resources Function	5MHRv2	6	30
Using Information in Human Resources	5IHRv2	4	20

Group A Optional units	Unit code	Credit value	Guided learning hours
Resourcing and Talent Planning	5RPTv2	6	30
Reward Management	5RWMv2	6	30
Improving Organisational Performance	5IOPv2	6	30
Employee Engagement	5EEGv2	6	30
Contemporary Developments in Employment Relations	5CERv2	6	30
Employment Law	5ELWv2	6	30
Organisation Design	5ODSv2	3	15
Organisation Development	5ODVv2	3	15
Human Resources Service Delivery	5HRsv2	3	15

Group B Optional units	Unit code	Credit value	Guided learning hours
Contemporary Developments in Human Resource Development	5HRD	6	30
Meeting Organisational Development Needs	5MDN	3	15
Developing Coaching and Mentoring within Organisations	5DCM	3	15
Knowledge Management	5KNM	3	15

Rules of combination for CIPD approved qualifications:

Level 5 Intermediate Diploma in Human Resource Management (equivalent to 44 credits/220 glh)

- map to learning outcomes of all 4 core units (equating to 20 credits/100 glh)
- map to learning outcomes of whole optional units (equating to a minimum of 24 credits/120 glh), units chosen must form a coherent programme
- a maximum of 14 credits (70 glh) can be delivered and assessed at RQF Level 4
- the remainder of credits/glh must be delivered and assessed at RQF levels 5 and 6.

Unit summaries

Developing Professional Practice

Unit title	Developing Professional Practice
Level	5*
Credit value	4
Unit code	5DPPv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit is designed to enable the learner to develop a sound understanding of the knowledge, skills and behaviours required by Human Resources (HR) professionals, whether in a generalist or specialist role, and as described in the CIPD Profession Map. The unit embraces the 'thinking performer' perspective and covers the competencies needed by the HR professional in a personal capacity, when collaborating and working with others, and when functioning efficiently and effectively in an organisational context. It will enable learners to assess their own strengths and identify a Continuing Professional Development (CPD) plan, based on the capabilities required for ethical, business-focused and interpersonal professional conduct.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand what is required to be an effective and efficient HR professional.
- 2 Be able to perform efficiently and effectively as an HR professional.
- 3 Be able to apply CPD techniques to construct, implement and review a personal development plan.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 20 hours with an additional 20 hours of self-directed learning for reading and the preparation of assessment evidence.

Business Issues and the Contexts of Human Resources

Unit title	Business Issues and the Contexts of Human Resources
Level	5*
Credit value	6
Unit code	5BICv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human Resources (HR) professionals need to understand key developments in the business and external contexts within which HR operates. This unit enables learners to identify and review the business and external contextual factors affecting organisations and to assess the impacts of these factors on the HR function. The unit also examines HR's role in strategy formulation and implementation. The unit is designed to encourage learners to adopt a critical perspective of these contexts and to provide workable organisational and HR solutions to address them.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the key contemporary business issues and main external factors affecting different organisations and the impact on HR.
- 2 Understand how organisational and HR strategies and practices are shaped and developed.
- 3 Know how to identify and respond to changes in the business environment.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Using Information in Human Resources

Unit title	Using Information in Human Resources
Level	5*
Credit value	4
Unit code	5IHRv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human Resources (HR) professionals need to be able to present a viable and realistic case for improvement based on sound work-based research and an understanding of what is considered good practice. This core unit develops the skills of research and enquiry in order to enable learners to identify appropriate data sources to support an investigation into an area of HR practice and to synthesise and apply this data, to evaluate the role of HR in business and strategy formulation and implementation, and to prepare and present a business case for improvement.

This unit is suitable for persons who:

- seek to develop a career in human resources management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resources policies and strategies
- need to understand the role of human resources in the wider, organisational and environmental contexts.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the research process and different research approaches.
- 2 Be able to conduct a critical review of information sources in an area of HR/business practice and analyse the findings.
- 3 Be able to draw meaningful conclusions and evaluate options for change.
- 4 Know how to deliver clear, business-focused reports on an HR issue.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 20 with an additional 20 hours of self-directed learning for reading and the preparation of assessment evidence.

Resourcing and Talent Planning

Unit title	Resourcing and Talent Planning
Level	5*
Credit value	6
Unit code	5RTPv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

A fundamental part of the Human Resource (HR) management role is concerned with the mobilisation of a workforce, taking responsibility for ensuring that the organisation is able to access the skills it needs at the time and in the places that it needs them to drive sustained organisation performance. This involves attracting, retaining and, from time to time, managing the departure of staff from the organisation. Achieving this requires insight-driven strategic and operational activity. Organisations are obliged to compete with one another to secure the services of a workforce in labour markets that are continually evolving. One of the major aims of this unit is thus to introduce learners to the strategic approaches that organisations take to position themselves as employers in the labour market and to plan effectively so that they are able to meet their current and anticipated organisational skills needs. Another is to introduce the key operational tools, techniques and practices that organisations use to resource their organisations effectively. These encompass recruitment, selection, workforce planning, staff retention, succession planning, retirement and dismissal processes. The purpose of this unit is to provide an overview of the way different organisations are managing these activities and which are the most effective in the context of diverse and distributed locations.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand key contemporary labour market trends and their significance for workforce planning.
- 2 Be able to undertake talent planning and recruitment activities.
- 3 Understand how to maximise employee retention.
- 4 Know how to manage dismissal, redundancy and retirement effectively and lawfully.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Reward Management

Unit title	Reward Management
Level	5*
Credit value	6
Unit code	5RWMv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

The reward management unit provides the learner with a wide understanding of how the business context drives reward strategies and policies, including labour market, industrial and sector trends, regional differences and trends in pay and international comparisons; the financial drivers of the organisation, the balance sheet and the impact of reward costs. The learner is required to gather and evaluate intelligence on a wide range of reward data and show how this impacts upon business decisions. The learner will acquire knowledge of the perspectives, principles and policies of reward from a theoretical and strategic focus and learn how to implement them in practice. The learner will be able to assess the contribution of reward to business viability and advise on the appropriateness of policies and practices to line managers to promote employee performance.

This unit is suitable for persons who:

- seek to develop a career in human resource management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resource policies and strategies
- need to understand the role of human resources in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the business context of reward and the use of reward intelligence.
- 2 Understand key reward principles and the implementation of policies and practices.
- 3 Understand the role of line managers in making reward decisions.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Improving Organisational Performance

Unit title	Improving Organisational Performance
Level	5*
Credit value	6
Unit code	5IOPv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit introduces the learner to how organisations can drive sustained organisation performance by creating a high-performance work organisation (HPWO) and involving line managers in the performance management process. The unit assesses the different conceptual frameworks of high-performance working (HPW) and examines its impact on organisational performance, competitive advantage, employee engagement and employee well-being. It provides the learner with the business case for, and the barriers to, HPW as well as the role of people management in improving organisational performance. Furthermore, the unit examines the contribution of the performance management process and shows how the involvement and commitment of line managers, and the use of effective and inclusive collaborative working and communication techniques, can support the building of a high-performance culture that promotes diversity, trust, enthusiasm and commitment and that recognises critical skills, capabilities, experience and performance.

This unit is suitable for persons who:

- seek to develop a career in human resources (HR) management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the concept of high-performance working (HPW) and its contribution to creating and sustaining a high-performance work organisation (HPWO).
- 2 Understand the contribution of performance management to high levels of performance and the role of line managers in the process.
- 3 Know how to create and sustain a community of practice to build a high-performance culture.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Employee Engagement

Unit title	Employee Engagement
Level	5*
Credit value	6
Unit code	5EEGv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit is intended to provide learners with a broad understanding of what is meant by employee engagement, including how it can be linked to and yet be distinguished from other related concepts. It covers the components of employee engagement and the processes through which high levels of engagement can be secured and sustained within an organisation, with special reference to the comprehensive application of human resources (HR) policies, strategies and practices. The unit also introduces the learner to the principles of and applications for high-performance working (HPW).

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the concept and components of employee engagement and evidence showing its contribution to achieving business outcomes.
- 2 Understand the importance of employee engagement as a contributor to positive corporate outcomes.
- 3 Know how to implement HR strategies and practices to raise levels of employee engagement in a specific organisational context.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 hours with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Contemporary Developments in Employment Relations

Unit title	Contemporary Developments in Employment Relations
Level	5*
Credit value	6
Unit code	5CERv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human resource (HR) professionals need to understand key developments in the theory and practice of employment relations, both within and beyond the immediate organisational context. This unit allows learners to build on their knowledge and experience to develop the skills required to make informed and effective judgements about existing and emerging models, processes and practices of employment relations in local and international jurisdictions. The unit is designed to encourage learners to assess and understand broader developments that influence the effective management of the employment relationship in indigenous and multinational organisations.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the nature and context of employment relations.
- 2 Know about employment relations legislation.
- 3 Understand contemporary developments in employee involvement and participation.
- 4 Know about different forms of conflict behaviour and dispute resolution.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Employment Law

Unit title	Employment Law
Level	5*
Credit value	6
Unit code	5ELWv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Recent decades have seen a substantial increase in the extent to which the employment relationship in the UK, Ireland and the EU is regulated through employment legislation. As a result, human resources (HR) professionals are now obliged to take account of legal requirements in different jurisdictions when carrying out many central aspects of their role. They are also obliged to take responsibility for the defence and settlement of claims lodged with employment tribunals by aggrieved employees or former employees. The purpose of this unit is to introduce the major areas of employment legislation and the employment law system, focusing in particular on ways in which day-to-day HR activities are subjected to some form of regulation. The unit is intended to provide an overview, rather than to focus in detail on the operation of specific employment laws, for those who need to understand and be able to evaluate emerging developments in the management of the employment relationship in local and international jurisdictions..

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the purpose of employment regulation and the way it is enforced in practice.
- 2 Know how to manage recruitment and selection activities lawfully.
- 3 Know how to manage change and reorganisation lawfully.
- 4 Know how to manage issues relating to pay and working time lawfully.
- 5 Be able to ensure that staff are treated lawfully when they are at work.
- 6 Know how to manage performance and disciplinary matters lawfully.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Managing and Co-ordinating the Human Resources Function

Unit title	Managing and Co-ordinating the Human Resources Function
Level	5*
Credit value	6
Unit code	5MHRv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

The purpose of this unit is to introduce learners to human resources (HR) activity and to the role of the HR function in organisations in general terms. It focuses on the aims and objectives of HR departments in contemporary organisations and particularly on the ways that these are evolving. Different ways of delivering HR objectives and emerging developments in the management of the employment relationship are explored as well as the methods that can be used to demonstrate that the function adds value for organisations. The unit also aims to inform learners about published research evidence linking HR activity with positive organisational outcomes. The case for professionalism and an ethical approach to HR is introduced, as is the role played by HR managers in facilitating and promoting effective change management.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the purpose and key objectives of the HR function in contemporary organisations.
- 2 Understand how HR objectives are delivered in different organisations.
- 3 Understand how the HR function can be evaluated in terms of value added and organisation performance.
- 4 Understand the relationship between organisational performance and effective HR management and development.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Organisation Design

Unit title	Organisation Design
Level	5*
Credit value	3
Unit code	5ODSv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Ensuring that an organisation is appropriately designed to deliver organisation objectives in the short and long term is critical to sustainable organisation performance. Driven by organisation business strategy and operating context, organisation design is a conscious process of shaping and aligning the various organisational components: structure, size, systems, processes, people, performance measures, culture and communication. This unit explores, through a review of theories and models, the elements that contribute to organisation design and the development of organisation insight crucial to building agile and adaptable organisations, with healthy cultures that are essential to meet current and future challenges.

This unit is suitable for persons who:

- seek to develop a career in human resources management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resources policies and strategies
- need to understand the role of human resources in the wider organisational and environmental contexts.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the historical and theoretical basis of organisation design and the relationship between organisational elements and the business strategy.
- 2 Understand the key factors to be considered in the design of organisations and the implications for the management and development of people and resources.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Organisation Development

Unit title	Organisation Development
Level	5*
Credit value	3
Unit code	5ODVv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

According to the CIPD definition, the purpose of organisation development is to take 'a planned and systematic approach to enabling sustained organisation performance through the involvement of its people'. To this end, organisation development focuses on making interventions and driving improvements to organisational success by facilitating the ways in which employees – individuals, groups and teams are motivated to perform and are rewarded for performance; are involved in the business decision making processes; interact with, and relate to each other; acquire and develop knowledge, experience and skills in the context of rapidly changing organisational environments. This unit provides a good foundation of underpinning organisation development theory and knowledge, including its relationship to organisation design and change management, and how effective organisation development interventions can increase business performance and productivity.

This unit is suitable for persons who:

- seek to develop a career in human resources management and development
- are working in the field of human resource management and development and need to extend their knowledge and skills
- have responsibility for implementing human resources policies and strategies
- need to understand the role of human resources in the wider organisational and environmental contexts.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the organisation development process from a historical, theoretical and practical perspective.
- 2 Understand various organisation development practices, models and approaches.
- 3 Understand the value of organisation development interventions to business performance and productivity.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Human Resources Service Delivery

Unit title	Human Resources Service Delivery
Level	5*
Credit value	3
Unit code	5HRSv2
Unit review date	September 2019

*RQF Level 5 comparable to Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human resources (HR) professionals need to understand the different HR service delivery models available to contemporary organisations, the ways that these are evolving and the contribution that effective and efficient HR service delivery makes to facilitating and supporting sustained organisational performance. This includes establishing and monitoring service standards, measuring performance and issues surrounding the use of shared services, partners and external providers.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the reasons behind organisations changing the structure and location of HR service provision.
- 2 Understand the different HR service delivery models available to contemporary organisations.
- 3 Understand the challenges involved in maintaining and managing HR services and how standards are established and monitored.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Contemporary Developments in Human Resource Development

Unit title	Contemporary Developments in Human Resource Development
Level	5*
Credit value	6
Unit code	5HRD
Unit review date	September 2019

*Comparable to RQF Level 5, Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

Human resource (HR) professionals need to understand key developments in the theory and practice of human resource development (HRD), both within and beyond the immediate organisational context. This unit allows learners to build on their knowledge and develop new understanding required to make informed and effective judgements about existing and emerging models, processes and practices in HRD. The unit is designed to encourage learners to compare, contrast and evaluate developments in theory and practice that influence the design, delivery and management of HRD to drive sustained business performance and anticipate future organisational needs.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand competing approaches that contextualise contemporary developments in HRD.
- 2 Understand contemporary external trends and data and the implications of these for HRD practice.
- 3 Understand the role and contribution of HRD practice to developing different categories of employees and organisation functions.
- 4 Understand contemporary developments in HRD practice.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 30 hours with an additional 30 hours of self-directed learning for reading and the preparation of assessment evidence.

Meeting Organisational Development Needs

Unit title	Meeting Organisational Development Needs
Level	5*
Credit value	3
Unit code	5MDN
Unit review date	September 2019

*Comparable to RQF Level 5, Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit aims to provide the learner with a broad understanding of the factors to be considered when implementing and evaluating inclusive learning and development (L&D) activities within varying organisational contexts. It covers what is required to support the learning of individuals, groups and organisations to drive sustained business performance. It also considers the role and impact of learning facilitation as it is used in a range of delivery methods and types of activities, for example through one-to-one coaching, formal courses, action learning, and in use of e-learning or blended learning.

This unit is suitable for persons who:

- seek to develop a career in human resources (HR) management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand the key requirements in the design and development of a range of inclusive learning and development activities.
- 2 Understand how learning and development needs can be met, the application and use of a range of relevant methods.
- 3 Understand the roles and responsibilities of individuals in meeting learning and development needs.
- 4 Be able to evaluate the outcomes of learning interventions.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Developing Coaching and Mentoring within Organisations

Unit title	Developing Coaching and Mentoring within Organisations
Level	5*
Credit value	3
Unit code	5DCM
Unit review date	September 2019

*Comparable to RQF Level 5, Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

The purpose of this unit is to enable the learner to contribute to the development of coaching and mentoring activities within organisations. As a human resources (HR) professional the learner is encouraged to analyse the extent to which coaching and mentoring exist within an organisational context, the efficiency and effectiveness of coaching and mentoring interventions and the role of line managers as coach and mentor. Although it does not expect the learner to be a skilled coach or mentor, the unit does invite learners to consider how they can make a personal contribution to coaching and mentoring activities within an organisational context.

This unit is suitable for persons who:

- seek to develop a career in HR management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Be able to contribute to the development of coaching and mentoring capability within organisations.
- 2 Be able to support the development of organisational talent.
- 3 Be able to support those providing coaching and mentoring in organisation contexts.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

Knowledge Management

Unit title	Knowledge Management
Level	5*
Credit value	3
Unit code	5KNM
Unit review date	September 2019

*Comparable to RQF Level 5, Level 7 in Ireland, Level 9 in Scotland and EQF Level 5

Purpose and aim of unit

This unit is designed for professionals working across the full range of learning and development roles, but will be of particular interest for those who are involved in organisational learning and knowledge creation that can be used in change and performance improvement strategies. It offers a mixture of operational and strategic insights into how learning and knowledge can be leveraged to achieve maximum impact on individual and collective behaviour.

This unit is suitable for persons who:

- seek to develop a career in human resources (HR) management and development
- are working in the field of HR management and development and need to extend their knowledge and skills
- have responsibility for implementing HR policies and strategies
- need to understand the role of HR in the wider organisational and environmental context.

Learning outcomes

On completion of this unit, learners will:

- 1 Understand what knowledge is, the different forms it can take and how it can be understood.
- 2 Understand how knowledge within an organisation can be accessed and fully utilised.
- 3 Be able to contribute to the generation of knowledge through the design of different learning experiences and mechanisms.
- 4 Understand how knowledge can be used to support sustained organisational performance.

Guided learning hours

The guided learning hours for this unit would normally be considered to be 15 with an additional 15 hours of self-directed learning for reading and the preparation of assessment evidence.

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