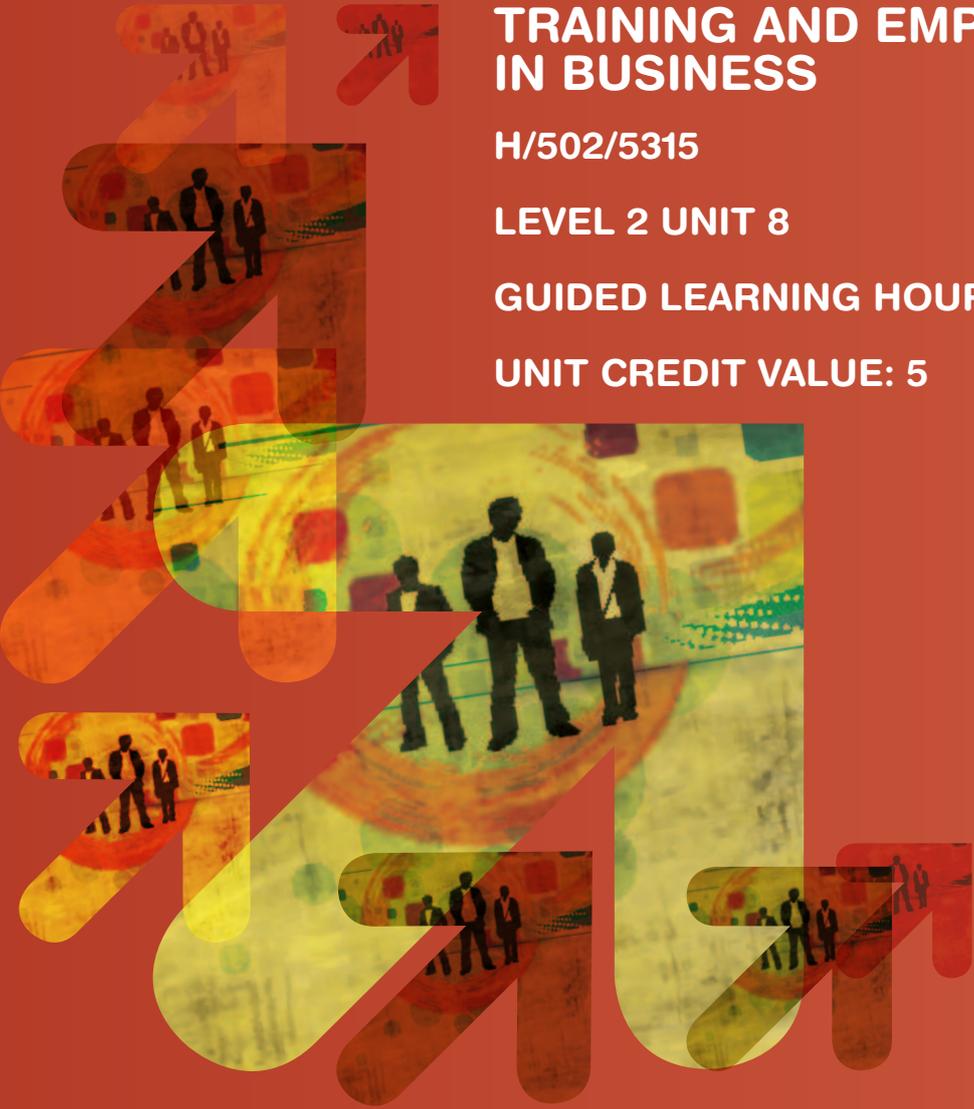




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OCR LEVEL 2 CAMBRIDGE TECHNICAL CERTIFICATE/DIPLOMA IN BUSINESS



TRAINING AND EMPLOYMENT IN BUSINESS

H/502/5315

LEVEL 2 UNIT 8

GUIDED LEARNING HOURS: 30

UNIT CREDIT VALUE: 5



TRAINING AND EMPLOYMENT IN BUSINESS

H/502/5315

LEVEL 2 UNIT 8

AIM OF THE UNIT

This unit is about understanding the legal rights and responsibilities for employees and employers. Learners will understand how employers try to ensure that the employee is supported within the workplace by considering the impact of motivation, job satisfaction and teamwork. This unit will help learners to understand the contractual obligations for both the employee and employer. These obligations, particularly for the employer, can be quite complex and therefore an understanding of these responsibilities will enable learners to integrate themselves into a business organisation quite quickly.

The employees' perspective in terms of both rights and responsibilities, including an understanding of areas such as equality and diversity issues and grievance and disciplinary procedures, is particularly useful in helping learners to assimilate themselves into the work environment quickly. Learners will then, as an employee, be able to understand the importance of job satisfaction, team work and motivation, all especially useful for any managerial or supervisory positions. Together with an understanding of performance appraisal and training this unit enables learners to support themselves professionally within the workplace and also to recognise what the employer can do to motivate their staff.

ASSESSMENT AND GRADING CRITERIA

Learning Outcome (LO) The learner will:	Pass The assessment criteria are the pass requirements for this unit. The learner can:	Merit To achieve a merit the evidence must show that, in addition to the pass criteria, the learner is able to:	Distinction To achieve a distinction the evidence must show that, in addition to the pass and merit criteria, the learner is able to:
1 Know the rights and responsibilities of the employee and employer	P1 Outline the rights and responsibilities of employers in a chosen organisation		
	P2 Outline the rights and responsibilities of employees in a chosen organisation		
2 Understand how employees can be motivated	P3 Examine how employees can be motivated in the work place		
	P4 Explain the importance of job satisfaction and teamwork in the workplace		
3 Understand the importance of training and performance review	P5 Describe the importance of training to an organisation	M1 Analyse the advantages and disadvantages of training for a selected business	D1 Evaluate different methods of training for a selected business
	P6 Explain the benefits of performance appraisal	M2 Identify strengths and weaknesses within performance appraisal processes	

TEACHING CONTENT

The unit content describes what has to be taught to ensure that learners are able to access the highest grade.

Anything which follows an i.e. details what must be taught as part of that area of content.

Anything which follows an e.g. is illustrative, it should be noted that where e.g. is used, learners must know and be able to apply relevant examples to their work though these do not need to be the same ones specified in the unit content.

Learning Outcome 1 Know the rights and responsibilities of the employee and employer

Rights and responsibilities of employees and employers including:

- Contract of employment with an overview of standard terms and conditions, entitlements and responsibilities
- Health and Safety; environmental working conditions; the role of the Health and Safety Executive, training and risk assessment, policies and procedures, emergency help and support
- The Equality Act
- Organisations' general policies and procedures that cover aspects of employment law (e.g. grievance and discipline)
- The role of Trade Unions, for employee rights and consultation in general (e.g. maternity, redundancy, grievance and discipline).

Learning Outcome 2 Understand how employees can be motivated

How employees can be motivated in the work place including:

- Financial and non-financial motivation
- Motivational theories- e.g. Maslow and Herzberg (for the individual)
- Understanding the aim and objectives of the company - induction programme and updating on objectives of the organisation regularly
- Different management styles and approaches
- Performance appraisal and promotion
- Secondments, job rotation, different types of training i.e. external and internal
- Monetary rewards e.g. bonuses, salary increases, company benefit schemes, share options.

The importance of job satisfaction and team work in the workplace including:

- Staff turnover – cost, morale & reputation (organisation)
- Theories – Belbin, Mayo, Herzberg
- Team work for successful productivity – what should a good team include (e.g. clarity of goals, clear

communication, understanding of each individual's role and responsibility).

Learning Outcome 3 Understand the importance of training and performance review

The importance of training to an organisation including:

- Skills development to keep ahead of the competition
- To fill skills gaps
- To ensure the quality of the overall product or service
- For some roles to meet legal requirements
- To ensure that the organisation meets any ethical requirements that it may have
- To improve teamwork and motivation.

Advantages and disadvantages of training to an organisation including:

- Cost
- Training for the sake of training
- Motivation/de-motivation of staff.

Methods of training including:

- Internal methods (e.g. on the job, off the job, secondment, job rotation)
- External methods (e.g. taught courses, e-learning).

Performance appraisal including:

- Strengths (e.g. individual goals linked to departmental and organisational goals, system of documenting progress, record of training needs, evidence for promotion or disciplinary procedures, improved communication)
- Weaknesses (e.g. time required, training of appraisers, de-motivation caused by poor appraisal, reliance on employee co-operation).

It is important to maintain focus on the current law and practice in this area. The list given above is neither prescriptive nor exhaustive. Where legislation has been revised learners will consider the most up to date version as that will reflect current industry practice.

DELIVERY GUIDANCE

Learning Outcome 1

Learners should understand employers' rights and responsibilities regarding their employees. Employment law covers a vast area and therefore it is suggested to focus on contracts of employment, terms and conditions, health and safety and organisational practices covering working conditions and training. An understanding of The Equality Act 2010 is vital – whole group discussion may produce some interesting opinions, helping learners to understand the importance of sharing and respecting different perspectives.

Learners should also be aware of the range of policies and procedures that an organisation uses to ensure that employees are informed of the employers' rights and responsibilities. Directed personal research and a presentation followed by discussion with a speaker from Human Resources would be useful to provide a practical perspective of employers' rights and responsibilities. ACAS (LRA in Northern Ireland) also produce some practical and clear guidance booklets that would make useful resources for research.

Learners should be aware of employees' rights and responsibilities. The same information should be taught as previously but from an employees' perspective. A group discussion with a member or representative of a Trade Union would provide a practical perspective of employees' rights and responsibilities.

A group debate could combine all the knowledge for this learning outcome with the objective being to show how a balance needs to be struck between the rights and needs of both employer and employee.

Learning Outcome 2

Learners need to understand the importance of motivation in the workplace for themselves and for others. They should be aware of the main theories concerning motivation and the tools that an organisation can use to implement strategies in the workplace. A DVD or relevant clips from television programmes could be shown to demonstrate the impact both motivated and de-motivated employees can have on an organisation, making the topic relevant for the world of work. Learners who have part-time work could be asked to provide examples of their own motivation (or lack of it) and reasons for this. A group discussion could examine strategies that an organisation could take to improve staff motivation.

Learners could be asked to take part in role plays demonstrating different motivational techniques. A discussion could then be held on how well each technique works on different individuals. Learners should be aware

of the importance of performance appraisal systems in addressing the subjects of motivation, training, financial and non-financial rewards and relationships with colleagues.

Learners should be aware of the importance of job satisfaction and team work in the workplace. The link between productivity and profit should be made clear to understand how individuals can influence an organisations' performance. Examples could be used from those learners who have part-time work and this could be followed with a group discussion. Learners should be aware of the costs of staff turnover to an employer and how this can affect staff morale and the reputation of an organisation.

Learning Outcome 3

Learners need to understand why organisations are keen to develop the skills of their employees: in order to fill skills gaps. Learners should understand that training can be used as a tool to keep staff motivated and ultimately improve the overall performance of the organisation. They should be aware of not only the advantages of training, but the disadvantages e.g. when training practices are not reviewed to ensure they are fit for purpose and the cost of training. The cost of training is a consideration to all employers. Learners should be aware of the different methods of training available and be able to compare and contrast these to ensure they are worthwhile to an organisation. A visit by a member of a Human Resources or Training department to discuss how their organisation views the importance of training would be valuable to the learners in order to put theory into a realistic context. Learners could interview the member of staff by preparing specific questions that they would like to ask.

One of the best ways to understand the benefits of performance appraisal is to undertake one as an appraisee. If this is possible within the learning environment, a short appraisal of the learner's performance in key areas against targets may be useful. Learners need to understand that if the performance appraisal is linked to the overall objectives of the organisation it can be a useful tool for ensuring that all staff are working in the same direction – again, this can be worked into individual appraisal sessions if possible.

Case studies could be used to show how the structuring of this system offers a mechanism for documenting the progress of employees. Human Resources DVDs may show how, by offering a structured system for formal feedback, a chance is created for the employee to voice their views and record their training. However, as with any system there are weaknesses and case studies/DVDs should also include references to times when the system doesn't work well, e.g. when not enough time or consideration is devoted to the process.

GUIDANCE ON ASSESSMENT

P1

You have been asked by an organisation to put together a document or presentation that summarises the rights and responsibilities of the organisation (as an employer) for their induction programme.

You could create a section for the induction handbook outlining the rights and responsibilities of the employer to the employee in a chosen organisation.

OR

Prepare a presentation outlining the rights and responsibilities of the employer.

P2

You have been asked by a new member of staff to outline their rights and responsibilities as an employee in your organisation.

You could produce an e-mail to the member of staff outlining what their rights and responsibilities are.

Alternatively you could combine P1 and P2 and create an induction handbook which covers the core rights and responsibilities of the employer and employee.

P3

Scenario: The manager of the organisation feels that the team, which is diverse, has become dissatisfied and demotivated in their work. The manager asks you to examine different ways to improve motivation.

You could create an email to the manager with a report attachment that examines how employees can be motivated in the workplace.

OR

You could prepare a presentation for the manager that examines how employees can be motivated in the workplace.

P4

Scenario: The manager of the organisation was impressed with your report on motivation and asks you to contribute an article to the organisations' intranet that explains the importance of job satisfaction and team work in the workplace.

Create an article for the intranet explaining the importance of job satisfaction and teamwork in the workplace.

P5

Scenario: A local business is rapidly expanding and as a result is recruiting a large number of staff. The Human Resources Manager has asked you to help prepare a report to justify to the Board of Directors why the training budget needs to be increased.

You could prepare a report describing the importance of training to an organisation.

M1 The Board of Directors request more in-depth information on the advantages and disadvantages of training to help them debate the issue.

You could create a presentation analysing the advantages and disadvantages for your organisation

D1 Your work has helped the organisation's management team to decide to increase the training budget. However, they wish to ensure that the training they do provide is effective and they ask you to evaluate different methods of training.

You could prepare a report evaluating different methods of training for the organisation.

P6

Scenario: A colleague has to attend their first performance appraisal. She complains in a team meeting that this is a waste of time and your manager asks you to explain the benefits to the whole team to help them to understand why this is taking place.

You could create a presentation explaining the benefits of performance appraisal, both for the employer and the employee.

M2 Following performance appraisals, members of the wider department seem to have had very different experiences depending on which team they are in. You decide to investigate the strengths and weaknesses within performance appraisal processes to ensure these are taken into account for next time.

You could prepare a report identifying the strengths and weaknesses within performance appraisal processes.

LINKS TO NOS

CfA BAA323 Research information (Partial)

CfA BAA627 Manage and be accountable for own performance in a business environment (Partial)

CfA BAA624 Accept instructions to manage and improve own performance in a business environment (Partial)



CONTACT US

Staff at the OCR Customer Contact Centre are available to take your call between 8am and 5.30pm, Monday to Friday.

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