



Management Standards Centre

Human Resources and Recruitment Learning and Qualifications Strategy: Action Plan 2010-13

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1. Scope

This Action Plan covers learning and qualifications for human resources and recruitment for England, Scotland, Wales and Northern Ireland. It is based upon the 2010 Human Resources and Recruitment Learning and Qualifications Strategy (HRRL&QS) developed by the Management Standards Centre (MSC).

This Action Plan is intended for use by stakeholders with an interest in human resources and/or recruitment. It covers all those who carry out the functions necessary to recruit, manage, develop, retain and release human resources, whether paid or unpaid, within employing organisations or working as external recruitment professionals based or trading in the UK. It encompasses "Personnel Administration" aspects as well as "Learning and Development" functions, where these are carried out within the organisation. Importantly, it also encompasses the strategic role of Human Resources professionals in advising senior management on the future direction of the organisation to achieve its business goals. The scope covers those working in organisations of all sizes, in all sectors of the economy, in all four UK countries and also includes those working in the UK, or for UK-based organisations, who manage human resources working overseas. Apart from recruitment professionals, the brief for the HRRL&QS and this Action Plan, specifically excludes those working for external agencies providing HR services (such as external education or training providers, pensions administrators and outplacement specialists).

In addition to employers and professionals working in HR and recruitment, this Action Plan is likely to be of interest funding bodies, government authorities and agencies, awarding bodies, further education institutions, higher education institutions, training providers and regional development agencies.

This Action Plan addresses the priorities of three different groups:

1.1 HR Professionals

- The priority for HR Professionals is affordable access to a single, coherent framework of qualifications available at different levels reflecting typical HR careers. These qualifications should be modular, in line with the requirements of the QCF and SCQF, providing a range of different subject options reflecting different HR specialisms and allowing HR professionals to accumulate credits into full qualifications.
- A relevant, fit-for-purpose suite of National Occupational Standards for HR should be available to be used for qualifications development in the future.
- Access to learning and qualifications for HR professionals should be available UK-wide from a variety of local and national providers and through a range of different modes, including face-to-face and remote learning.

1.2 Non-HR Professionals

- The need for learning and qualifications in managing people for non-HR professionals is being addressed through generic management and sector-

specific training and qualifications, as detailed in the Management and Leadership Learning and Qualifications Strategy.

- Non-HR Professionals' needs for comprehensive, reliable and up-to-date resources on HR policy, law and good practice should be addressed through effective promotion of the Employing People section of the Business Links/Business Gateway/nibusinessinfo.co.uk websites.

1.3 Recruitment Professionals

- The priority for Recruitment Professionals is a revised suite of professional qualifications with the potential to be accredited on the QCF and SCQF. These qualifications should be modular, providing a range of different subject options and allowing recruitment professionals to accumulate credits into full qualifications.
- A relevant, fit-for-purpose suite of National Occupational Standards for Recruitment Practice should be available to be used for qualifications development in the future.
- Non-accredited learning for recruitment professionals should continue to be available through a range of different modes, including face-to-face and remote learning.

2. Methodology

The priority areas and outcomes in this action plan were developed from both the HRRL&QS, which addresses the key issues in HR and recruitment in the UK and strategies to deal with the identified skills gaps, and from feedback to the strategy.

The strategy was developed in two phases. The first draft of the Human Resources Learning and Qualifications Strategy (HRL&QS) carried out research into learning and qualifications for HR and highlighted the separate priority areas of learning and qualifications for HR professionals, and learning and qualifications for non-HR professionals who need elements of HR in their role (eg managers in small businesses without a dedicated HR manager). The HRL&QS was consulted on during September 2009 and received strong approval. Some feedback however highlighted the need for recruitment to be included in the strategy.

Therefore, in November 2009, a second phase to the project began and research into LMI data for recruitment was carried out. The strategy was renamed the Human Resources and Recruitment Learning and Qualifications Strategy (HRRL&QS) and consultation was carried out in January & February 2010 with full approval being received. The revised strategy informed the third priority area of learning and qualifications for recruitment professionals, while the fourth priority area of funding for learning and qualifications for HR professionals, non-HR professionals and recruitment professionals was highlighted from feedback during the consultation period.

Further details about the HRRL&QS consultation process can be found in Annex A.

Action Plan Consultation Process

The Management Standards Centre consulted on the draft Action Plan with all key partners. These key partners were also consulted during the development of the HRRL&QS.

Consultation with the various stakeholder groups included agreeing priority issues and the actions required from MSC and from stakeholders.

3. Summary of Outcomes

The individual outcomes are clustered around each of the three priority areas outlined in Section 1 plus an overarching outcome related to funding.

3.1 HR Professionals

1. A single, coherent, modular framework of qualifications for HR professionals together with new learning programmes to meet the new requirements.
2. Access to learning and assessment UK-wide through a variety of modes, including face-to-face and remote learning.
3. Increased awareness of the new qualifications framework for HR professionals amongst employers in SSCs' sectors.
4. Revised Human Resources National Occupational Standards.
5. Support for other professional bodies and awarding organisations wishing to offer accreditation to HR professionals.
6. Support for providers of non-accredited learning in HR that are not CIPD approved centres wishing to link their provision to National Occupational Standards, Credit-Based Units and National Units and offer modular accreditation through the QCF and SCQF.

3.2 Non-HR Professionals

7. Support for professional bodies and awarding organisations wishing to incorporate options in HR management as part of qualifications for non-HR professionals.
8. Increased awareness of the Employing People section of Business Links (England), Flexible Support for Business (Wales), nibusinessinfo.co.uk (Northern Ireland), Business Gateway (Scotland) websites amongst businesses without a dedicated HR professional.
9. Increased awareness of modular accredited learning for non-HR professionals amongst employers in SSCs' sectors.

3.3 Recruitment Professionals

10. Revised qualifications for recruitment professionals.
11. Access to learning and assessment UK-wide through a variety of modes, including face-to-face and remote learning.
12. Revised functional map and the National Occupational Standards for Recruitment.

3.4 Funding for learning and qualifications

13. Identified opportunities for funding learning and qualifications for HR professionals, non-HR professionals and recruitment professionals.

4. Partnership Engagement and Working Arrangements

Specific outcomes will require projects which will have unique working arrangements embedded into them. Many projects will make use of the informal contacts the Management Standards Centre currently utilises.

The table below details the major stakeholder groups and the engagement mechanisms expected to be used, as well as the projects each group are expected to be involved in.

| Stakeholder group | Engagement Mechanism | Outcomes |
|--|---|--------------------|
| Employers Organisations of all sizes and sectors | <ul style="list-style-type: none"> Engage via SSCs and professional bodies | 4, 6 |
| Recruitment Agencies | <ul style="list-style-type: none"> Engage via REC | 10, 11, 12 |
| Professional Bodies Association of Business Executives, Chartered Institute of Personnel and Development, Institute of Recruitment Professionals | <ul style="list-style-type: none"> One to one meetings with named contacts | 3, 4, 7, 11 |
| Trade Bodies REC | <ul style="list-style-type: none"> One to one meetings with named contacts | 11 |
| SSCs The HRRL&QS is relevant to all SSCs | <ul style="list-style-type: none"> Engage via the Alliance of SSCs or an Alliance-nominated contact | 4, 6, 9, 11 |
| Specialist Awarding Organisations ABE, CIPD, REC | <ul style="list-style-type: none"> Ongoing meetings Representation on the HR and Recruitment Strategy Board | 1, 2, 3, 4, 10, 11 |
| Generic Awarding Organisations | <ul style="list-style-type: none"> Awarding body Forum One to one discussions | 3, 4, 7, 11 |

| Stakeholder group | Engagement Mechanism | Outcomes |
|---|--|----------|
| Funding Bodies | <ul style="list-style-type: none"> Engage via existing MSC contacts | 13 |
| FE and HE Institutions of Further Education and Higher Education relevant to HR and Recruitment learning and qualifications | <ul style="list-style-type: none"> Engage via CIPD and REC | 2, 11 |
| Other Stakeholders Business Links, Flexible Support for Business, nibusinessinfo.co.uk, Business Gateway | <ul style="list-style-type: none"> One to one contact to agree and monitor joint activity | 8 |

5. Risks and Assumptions

Risks are assessed in terms of their likelihood and their impact using a High (H), Medium (M) or Low (L) rating. Measures taken or planned by MSC to mitigate known risks are outlined in the table below.

| Risk | Likelihood Assessment | Impact Assessment | Potential Impact | Mitigation Control |
|---|-----------------------|-------------------|--|--|
| Lack of engagement with key partners (eg CIPD and REC) | L | H | Many of the outcomes rely on actions by key partners so this would result in actions not being carried out. | Key partners have been engaged in the creation of the HRRL&QS and the action plan to ensure their agreement and engagement. |
| Lack of engagement with employers and other key stakeholders | L | H | Stakeholder engagement is essential for many of the outcomes (eg NOS and qualification reviews) so lack of engagement would be to the detriment of these outcomes. | Engagement of key partners such as CIPD and REC who have contacts with employers and other key stakeholders will mitigate this risk. |
| Post 1 st April 2010, contractual changes impact upon MSC's priorities | M | H | This action plan relies on MSC's priorities in this area continuing. | UKCES should ensure that completion of MSC action plans is a contractual obligation. |
| Lack of funding for outcomes in the Action Plan | M | H | While some actions would not be affected (eg qualifications reviews within awarding organisations) other outcomes such as NOS reviews would not happen. | MSC need to ensure sufficient evidence and stakeholder support are in place for projects such as NOS reviews to encourage funding. |

| Risk | Likelihood Assessment | Impact Assessment | Potential Impact | Mitigation Control |
|--------------------------------|-----------------------|-------------------|--|--|
| Indisposition of key personnel | L | M | Indisposition of personnel with in-depth knowledge of subject areas could delay completion outcomes. | MSC's internal resource management will ensure that this risk does not impact the action plan. |

6. Monitoring Arrangements

A nominated individual within MSC will be responsible for ensuring the action plan is implemented.

A Human Resources and Recruitment Strategy Board (HRRSB) will be created, meeting twice per year to monitor the implementation of the HRRL&QS and provide strategic advice. The Board will report back to the MSC-nominated individual.

The HRRSB will comprise representatives of:

- Alliance of Sector Skills Councils
- CIPD
- MSC
- REC.

The aims of the board will be to ensure work progresses to the timescales set out in the Human Resources and Recruitment Learning & Qualification Strategy: 2010 Action Plan.

MSC will undertake a full evaluation of the strategy in 2012-13.

Further details of the monitoring arrangements attached to each project can be found in the project breakdown tables – see Annex B and Annex C.

7. Non-Qualification Outcomes

See Annex B for further details.

8. Provision of Information to Funding Bodies

MSC will include the funding bodies in the consultation processes for projects emerging from this action plan.

9. Qualification Outcomes

See Annex C for further details.

ANNEX A. HRRL&QS Consultation Details

To develop the HRRL&QS, MSC undertook two phases of consultation; firstly in September 2009 to cover the HR aspects of the strategy and secondly in January/February 2010 to cover the recruitment aspects of the strategy. The approaches for requesting feedback included email, web-based questionnaire, telephone interviews, and face-to-face meetings. There was a total of 48 responses for the HRL&QS (phase 1) and 5 responses for the revised HRRL&QS (phase 2).

Respondents to the first (HR) phase of consultation were asked whether they agreed with the following assertions:

- Changes are required to HR learning and qualifications provision to resolve current deficiencies in the market and to address the future challenges both HR professionals and non-HR professionals will face. (86% fully agree)
- There should be a single, coherent framework of qualifications available for HR professionals at different levels (foundation, intermediate, advanced and accredited continuing professional development) reflecting typical HR careers. (83% fully agree)
- Qualifications for HR professionals should be modular, in line with the requirements of the QCF and SCQF, providing a range of different subject options which reflect different HR specialisms and allowing HR professionals to accumulate credits into full qualifications. (81% fully agree)
- Learning and qualifications in managing people should continue to be available to non-HR professionals through generic management and sector-specific training and qualifications. (92% fully agree)
- Learning and qualifications in specific HR-functions should be available to non-HR professionals on a modular basis allowing them to accumulate credits to qualifications on the QCF and SCQF. (86% fully agree)
- Provision of S/NVQs in HR-related subjects should discontinue when accreditation of the current qualifications expires at the end of 2009. (85% felt this would have no impact on their organisation)
- The Employing People sections of relevant websites should be promoted more strongly to non-HR professionals. (75% fully agree)

Respondents to the second (recruitment) phase of consultation were asked whether they agreed with the following assertions:

- Changes are required to recruitment learning and qualifications provision to resolve current deficiencies in the market and to address the future challenges recruitment professionals will face.
- There should be a revised suite of professional qualifications, based on up-to-date NOS and accredited on the QCF and SCQF.
- Qualifications should be modular, allowing recruitment professionals to accumulate credits into full qualifications.

- Professional qualifications should be complemented by academic qualifications (BA and MA in Recruitment Practice) available throughout the UK on a distance-learning basis.
- Non-accredited learning for recruitment professionals should continue to be available through a range of different modes, including face-to-face and remote learning.

All respondents fully agreed with all of the proposals.

ANNEX B. Non-Qualification Outcomes

| Output No. | Outcome | Action | With whom | By when | NOS | Current Status (March 2010) | Monitoring Arrangements | Where |
|------------|--|--|---|-----------|--|--|-------------------------|-----------|
| 1 | Revised NOS for HR | Review the NOS for HR | CIPD (agreed) | Mar-11 | NOS will be reviewed as part of this project | Not yet started | Monitoring by HRRSB. | 4 Nations |
| 2 | Revised NOS for Recruitment | Review the NOS for Recruitment Develop and implement a plan to improve awareness of Business Links, Flexible Support for Business, nibusinessinfo.co.uk and Business Gateway. | REC (agreed) | Jan-11 | NOS will be reviewed as part of this project | Not yet started. | Monitoring by HRRSB. | 4 Nations |
| 3 | Increased usage of Employing People sections of websites | Maintain networks of centres for the provision of face-to-face learning according to demand and provision of remote learning facilities | BIS (agreed in principle. Meeting scheduled for April to discuss developing the plan) | Aug-10 | N/A | Not yet started. | Monitoring by HRRSB. | 4 Nations |
| 4 | UK-wide access to learning and assessment through a variety of modes, including face-to-face and remote learning | Support providers wishing to offer accreditation and/or non-accredited learning in HR | CIPD & REC (agreed) | Mar-11 | See Outputs 1 & 2 | Networks in place, maintenance on-going. | Monitoring by HRRSB. | 4 Nations |
| 5 | Wider choice of providers of learning and accreditation | Support awarding organisations wishing to incorporate HR units within generic management & leadership or specialist qualifications | Other professional bodies, awarding organisations and learning providers (on demand) | On demand | See Outputs 1 & 2 | Not yet started. | Monitoring by HRRSB. | 4 Nations |
| 6 | Improved awareness of HR qualifications and learning amongst employers | Promote HR qualifications and modular accredited learning to employers | Awarding organisations (on demand) | On demand | See Outputs 1 & 2 | Not yet started. | Monitoring by HRRSB. | 4 Nations |
| 7 | Improved awareness of HR qualifications and learning amongst employers | Promote HR qualifications and modular accredited learning to employers | SSCs (not yet discussed) | Mar-11 | See Output 1 | Not yet started. | Monitoring by HRRSB. | 4 Nations |

| Output No. | Outcome | Action | With whom | By when | NOS | Current Status (March 2010) | Monitoring Arrangements | Where |
|------------|--|---|----------------|---------|-------------------|-----------------------------|-------------------------|-----------|
| 8 | Leaflet and/or web page re funding for HR and/or recruitment learning and qualifications | Research opportunities for funding learning and qualifications for HR professionals, non-HR professionals and recruitment professionals | Funding bodies | Mar-11 | See Outputs 1 & 2 | Not yet started. | Monitoring by HRRSB. | 4 Nations |

ANNEX C. Qualification Outcomes

| Output No. | Qual. | Qual. Framework | Level | Action | With whom | By when | Expected Date on QCF | NOS | Current Status (March 2010) | Monitoring Arrangements |
|------------|--|-----------------|------------------|----------------------------------|---------------|------------|----------------------|-----|---|-------------------------|
| 1 | Award in HR Essentials | QCF and SCQF | QCF 3/ SCQF 6 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 2 | Certificate in Human Resource Practice | QCF and SCQF | QCF 3/ SCQF 6 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 3 | Diploma in Human Resource Practice | QCF and SCQF | QCF 3/ SCQF 6 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 4 | Award in Learning and Development Essentials | QCF and SCQF | QCF 3/ SCQF 6 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 5 | Certificate in Learning and Development Practice | QCF and SCQF | QCF 3/ SCQF 6 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 6 | Diploma in Learning and Development Practice | QCF and SCQF | QCF 3/ SCQF 6 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |

| Output No. | Qual. | Qual. Framework | Level | Action | With whom | By when | Expected Date on QCF | NOS | Current Status (March 2010) | Monitoring Arrangements |
|------------|---|-----------------|----------------|----------------------------------|---------------|------------|----------------------|-----|---|-------------------------|
| 7 | Certificate in Human Resource Management | QCF and SCQF | QCF 5/ SCQF 9 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 8 | Diploma in Human Resource Management | QCF and SCQF | QCF 5/ SCQF 9 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 9 | Certificate in Human Resource Development | QCF and SCQF | QCF 5/ SCQF 9 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 10 | Diploma in Human Resource Development | QCF and SCQF | QCF 5/ SCQF 9 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 11 | Award in Human Resources | QCF and SCQF | QCF 5/ SCQF 9 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 12 | Certificate in Human Resources | QCF and SCQF | QCF 7/ SCQF 11 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 13 | Diploma in Human Resource Management | QCF and SCQF | QCF 7/ SCQF 11 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |

| Output No. | Qual. | Qual. Framework | Level | Action | With whom | By when | Expected Date on QCF | NOS | Current Status (March 2010) | Monitoring Arrangements |
|------------|--|-----------------|-------------------|---|---------------|-------------|----------------------------|---|---|-------------------------|
| 14 | Diploma in Human Resource Development | QCF and SCQF | QCF 7/ SCQF 11 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 15 | Award in Human Resources | QCF and SCQF | QCF 7/ SCQF 11 | Development of new qualification | CIPD (agreed) | March 2010 | May 2010 | N/a | Qualification developed, awaiting accreditation for QCF | Monitoring by HRRSB |
| 16 | Certificate in Recruitment Practice | possibly QCF | QCF 3 | Revision of current qualification (Title and level to be confirmed) | REC (agreed) | 31 Dec 2010 | 1 Jan 2011 (if applicable) | NOS will be under review in parallel with this review | In progress | Monitoring by HRRSB |
| 17 | Professional qualification in Recruitment Practice | possibly QCF | QCF 6 | Revision of current qualification (Title and level to be confirmed) | REC (agreed) | 31 Dec 2010 | 1 Jan 2011 (if applicable) | NOS will be under review in parallel with this review | In progress | Monitoring by HRRSB |
| 18 | MA in Recruitment Practice | N/a | QCF 7 | Revision of current qualification (Title to be confirmed) | REC (agreed) | 31 Dec 2010 | 1 Jan 2011 (if applicable) | NOS will be under review in parallel with this review | In progress | Monitoring by HRRSB |