

Unit 1	Language Functions	Themes / Situations
Key Point 1	Discussing alignment of Human Resources to business goals. Considering how HR contributes to cultural change and organizational effectiveness. Understanding how adoption of a recognised standard can help.	Human Resources Strategy
Key Point 2	Understanding key legislation and practical application. Writing policies and procedures. Advising managers on legal matters.	Employment Law
Key Point 3	Describing the employment contract. Understanding statutory and contractual rights. Understanding express and implied terms. Considering how to amend terms and conditions.	Terms & Conditions of Employment
Unit 2	Language Functions	Themes / Situations
Key Point 4	Describing the job purpose and scope. Understanding reporting lines and position within the organisation. Describing principle responsibilities and decision-making authority.	Job Descriptions
Key Point 5	Understanding competencies, and their use in the workplace. Understanding definitions and indicators. Considering how to successfully develop and implement a system.	Competencies
Key Point 6	Considering requirements for qualifications and experience. Understanding essential versus desirable requirements. Describing general / specialist skills and personal attributes.	Person Specifications
Unit 3	Language Functions	Themes / Situations
Key Point 7	Considering analytical and non-analytical approaches. Comparing different systems. Discussing the link to grading and pay structures. Understanding objectivity.	Job Evaluation
Key Point 8	Considering reward management and elements of a remuneration package. Discussing performance-related pay and fringe benefits. Considering issues with expatriate assignments.	Reward Management
Key Point 9	Writing a non-discriminatory advertisement. Discussing placement of the advertisement. Discussing the response and effectiveness of the methods used.	Advertising a Vacant Position

Unit 4	Language Functions	Themes/Situations
Key Point 10	Shortlisting candidates objectively. Comparing biographical and competency-based interviews using structured questioning. Considering use of psychometric evaluation..	Selection & Interview
Key Point 11	Considering potential benefits for management recruitment. Considering content and observing behavior. Discussing the outcome and deciding on the appointment.	Assessment Centres
Key Point 12	Making a verbal offer with written confirmation. Understanding the relevant documentation for inclusion. Clarifying any issues. Notifying unsuccessful candidates.	Making a Job Offer
Unit 5	Language Functions	Themes/Situations
Key Point 13	Arranging an induction program. Understanding company, departmental induction and initial training program. Considering content including administration, policies & procedures and health & safety.	Induction
Key Point 14	Agreeing an agenda of points for discussion. Learning from past performance for use in the future. Providing constructive feedback. Using questioning techniques and SMART objectives effectively.	Performance Appraisal
Key Point 15	Discussing how training needs and development programmes link into the business plan. Agreeing actions, objectives and required support. Understanding briefing, follow-up and evaluation of outcome.	Training & Development
Unit 6	Language Functions	Themes/Situations
Key Point 16	Understanding the role of trade unions and employee representatives. Handling pay claims and changes through collective bargaining. Resolving industrial disputes. Considering a consultative approach.	Employee Representation
Key Point 17	Understanding the nature of harassment and bullying and the importance of individual perception. Considering the need to take complaints seriously and maintain confidentiality. Handling complaints with sensitivity and understanding.	Harassment & Bullying
Key Point 18	Considering issues of conduct and capability. Holding disciplinary hearings and deciding penalties. Understanding levels of offence and warnings. Handling an employee grievance.	Discipline & Grievance