



Core Qualification

Training Field Description

Human Resources

Modules:

- Legal-organisational frame of Personnel work
- Personnel Management / Management Concepts
- Human Resource Development

1. Targets

The Human Resources Management training field focuses on quality and personnel development within the framework of human resources management. It starts by laying the foundations in a revision course intended to brush up, supplement and extend the participants' basic knowledge of personnel management.

Targets of the training field:

- the participants receive a short introduction about the legal framework of personnel management, about important regulations of employment contracts, about the basics of administrative processing and about essential human resources planning and control tasks, thus providing them with a basic ability to implement them in their companies.
- this will be followed by the basics of personnel management, also in concrete directional situations and different management concepts, quality management (e.g. TQM = Total Quality Management) and the future prospects of management.
- Teaching of knowledge and skills using the instruments of personnel development, including staff performance appraisal.

2. Definition of the training field

The training field includes components of the so-called "human resources management" as a department of a company/enterprise. The "human being as an asset-pusher" is partially being rediscovered in industry¹; and in terms of customer-orientation, the service sector, especially the catering and hotel business and the tourist industry, would be unimaginable without it.

A certain basic knowledge is required because all training fields are defined as supplementary qualifications. It can also be assumed that all participants have practical experience, including some experience in human resources management.

In connection with other training fields this training field is designed primarily to deal with quality management and personnel development with the aim of extending existing knowledge and respective skills. TQM, Total Quality Management, is implemented in many business enterprises as a comprehensive quality strategy in accordance with ISO and other standards. One example from the hotel and catering business: the Schindlerhof hotel in Boxdorf near Nuremberg, which received the European Quality Award 1998 for independent small and medium-sized businesses. Europe-wide TQM is used as a management method that, among other things, systematically orients the development of an enterprise on the customer, measuring the actions of managerial staff in relation to the idea of quality and encouraging employees to assume responsibility and self-control for themselves. Process orientation and social orientation are further important aspects of this system.

As Europe grows closer together, it will ultimately promote the standardisation of personnel management throughout Europe. Everywhere efforts are being made to reciprocally acknowledge country-specific qualifications and training or parts of them. This is also necessary from the legal point of view because the "four freedoms" of the single market also include the freedom of movement for persons and the free flow of capital. As part of the Human Resources Management training field mention must be made of the free

¹ cf. „managermagazin“ 4/2000, p.154 ff.

movement of labour and the freedom of establishment in this context.

The legal safeguarding of labour relations is certainly most strongly developed in Germany. Legal regulations regarding human resources management are for the most part still country-specific, so only the fundamentals can be addressed here. These will then need to be filled out to suit the specific needs of each country.

3. Scenarios:

Example 1:

You are working in the personnel department of a tourist enterprise or are planning to set up your own business. Your duties include not only the employment of staff, the “administration” of personnel, but also the dismissal of employees.

To be able to deal with the legal and administrative fundamentals of your work you find out about the framework conditions of labour relations (employment contract, dismissal, social security, collective wage agreements, company agreements) and you know what you have to give to an employee if you have to terminate his contract, in particular a reference and the necessary documents.

Example 2:

You are indirectly or directly involved in the development of the quality of your company and obtain information about appropriate concepts. For the field of quality management your attention is drawn to the example of the “Schindlerhof”, a conference hotel in Boxdorf (near Nuremberg).² Klaus Kobjoll is distinguished for his consistent implementation of TQM in his company, especially in the hotel and catering field and therefore tourism in its broadest sense. He now works as a trainer for many companies and offers his know-how at his own creativity centre.

The books he has published contain a wealth of concrete examples about how the management process of TQM is implemented.^{3,4}

Example 3:

Employee support and personnel development is one of your main tasks. This corresponds with the quality development of the enterprise as a whole. You become familiar with different instruments for personnel development and include employee assessment with respect to their development and the targets of the enterprise. You provide appropriate staff support and thus integrate overall personnel development into the human-resources planning.

4. Information on training methods

As far as training methods are concerned, consideration must always be given to the fact that the learners are adults who have, or had, practical professional experience in this sector. This means, on the one hand, that they can contribute their practical knowledge and experience; the aim of the course, on the other hand, is to extend their theoretical knowledge and competence.

² Kobjoll, Klaus: Abenteuer European Quality Award, Zürich 2000

³ ibidem; Klaus Kobjoll: Virtuoses Marketing. Erfolgsgeheimnis eines Trendsetters. Frankfurt 1998; Kobjoll, Klaus: Virtuoses Marketing. Motivaction II. Seminar. Zürich 2003; Kobjoll, Klaus: Motivaction – Begeisterung ist übertragbar. Zürich 2000

⁴ Apollinaris & Schweppes, in co-operation with the Jever brewery and the Schindlerhof hotel, have published a “Gastronomie-Handbuch” (Catering Manual) in Germany that consists of two parts: one part contains the concept of the Schindlerhof, the second part can be worked through and filled in for one’s own company. The manual, which is not obtainable from bookshops, is published by Apollinaris & Schweppes GmbH & Co. Hamburg, 1999, and can possibly be obtained from there (www.apollinaris.de oder www.gastromarketing.de)

Modern teaching methods should be applied to make this theory come alive and teach it in a realistic way. Practical tasks, role play, group situations, moderation methods such as brainstorming, mind-mapping and the Metaplan technique, project methods, all these should be used and practised in the field of human resources management.

With regard to the “Key Qualifications” module, the acquisition of information should also receive adequate attention, i.e. the participants have to be enabled to obtain information by means of new media themselves and to process it for their own purposes.

Apart from this, there are also sufficient practice-oriented examples and materials available, as well as suitable action-oriented textbooks, for human resources management.⁵ Employment contracts, collective wage agreements, minimum contents of employment contracts based on EU law can serve as concrete working material.

Individual examples can be generally taken from everyday work in a company, situational tasks in textbooks and from the experiences of the participants, who all have practical experience in this sector.

5. Contents of the training field (120 hrs.)

Module 1: Legal-Organisational Framework of Personnel Management (40 hrs.)

- Legal framework of personnel management (4)
- Labour relations and minimum contents of the employment contract (8)
- Organisation and administration of personnel management (4)
- Personnel -planning, -acquisition, -adjustment, -controlling (16)
- Personnel placement and job organisation (8)

Module 2: Personnel Management/Management Concepts (40 hrs.)

- Personnel management/Directional situations (10)
- Management concepts (Management-by..., TQM) (25)
- Future management (5)

Module 3: Staff Advancement / Personnel Development (40 hrs.)

- Personnel development (10)
- Instruments (15)
- Advanced training (5)
- Staff performance appraisal (10)

6. Interfaces

The Human Resources Management training field is closely related to the “Key Qualifications” training field. Naturally the modules described there are components of quality management and human resources development.

So-called “key qualifications” have already been in demand since the 1980s, capacity to act is an ever-present key phrase in companies and schools. The framework for key qualifications and human resources development is exemplarily described by the guidelines of the “Bund-Länder-Forum Bildung”. Some of the main ideas are summarized below:⁶

- Education and qualification aim at three target dimensions: development of personality, participation in society and employability
- The competence approach for the implementation of these aims mainly comprises: Learning competence (learning to learn), the linking of “intelligent”, factual knowledge with the ability to apply

⁵ e.g.: Anger, G. u.a.: Handlungsfeld Personalwirtschaft, Köln 1996

⁶ cf. Reprint of the Guidelines in the *Frankfurter Rundschau* of 01.9.2001 in the “BerufsRundschau” supplement

it, (key) methodical-instrumental skills, especially in the fields of language, media and natural sciences, social skills and value-orientations

- Learning to learn has to be integrated into all phases of training; it needs to be embedded in the technical contents
- Sound technical knowledge has to be taught in combination with method skills to enable the learner to apply the acquired knowledge; this results in the capacity to act
- Technical and method skills are supplemented by inter-disciplinary skills such as, for example, mastery of languages and media
- Today social skills count among the most important professional qualifications. Catchwords can be found everywhere: social understanding, social responsibility, ability to resolve conflicts, communicative competence, team-orientation, etc.
- In society, effective moral concepts need to be identified and understood, the development of one's own moral concepts becomes a component of one's own personality development