Australian Government

Department of Education, Employment and Workplace Relations

BSBHRM602A Manage human resources strategic planning

Release: 1

INDUSTRY
SKILLS
COUNCILS
Creating Australia's Future

BSBHRM602A Manage human resources strategic planning

Modification History

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to develop, implement and maintain a strategic approach to the management of human resources in an organisation.

The unit is critical for any human resources manager and should be undertaken after a firm grounding has been established across a range of human resources activities.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

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Application of the Unit

This unit applies to human resources managers or policy and planning staff who have specific responsibility for ensuring that the organisation has the structure and staff to meet current and foreseeable business and performance objectives.

In most instances this role will be undertaken by someone from a large organisation and will support an established strategic and/or business plan.

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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Employability Skills Information

This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.
Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Research planning requirements	1.1 Analyse strategic plans to determine human resources strategic direction, objectives and targets
	1.2 Undertake additional environmental analysis to identify **emerging practices and trends** which may impact on human resources management in the organisation
	1.3 Identify **future labour needs** and skill requirements and **options for sourcing labour supply**
	1.4 Consider new technology and its impact on job roles and job design
	1.5 Review recent and potential changes to industrial/legal requirements

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2	Develop human resources strategic plan	2.1	Consult relevant managers about their human resources preferences
		2.2	Agree on human resources philosophies, values and policies with relevant managers
		2.3	Develop **strategic objectives and targets for human resources** services
		2.4	Examine **options for the provision of human resources services** and analyse costs and benefits
		2.5	Identify appropriate technology and systems to support agreed human resources programs and practices
		2.6	Write strategic **human resources plan** and obtain senior management support for the plan
		2.7	Develop risk management plans to support the strategic human resources plan
3	Implement human resources strategic plan	3.1	Work with others to see that the plan in implemented
		3.2	Monitor and review the plan
		3.3	Adapt plan should circumstances change
		3.4	Evaluate and review performance against plan objectives

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

literacy skills to read relevant documentation and to write plans

numeracy skills to undertake cost benefit analysis of available options

planning and organisational skills to develop and implement plans

research skills to ensure necessary information is gathered prior to writing plans.

Required knowledge

human resources practices and functions

labour market

requirements of a strategic plan.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential:
	development of a strategic human resources plan which includes relevant research and data and which demonstrates a clear alignment with broader business objectives
	methods for the implementation and review of the plan
	knowledge of the requirements of a strategic plan.
Context of and specific resources for assessment	Assessment must ensure:
	access to appropriate documentation and resources normally used in the workplace.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:
	assessment of written reports on strategic human resources issues and human resources planning
	direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
	evaluation of strategic objectives and targets for human resources services
	review of human resources plan and risk management plans
	oral or written questioning to assess knowledge of human resources practices and functions.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role

is recommended, for example:

other units from the Advanced Diploma of Management.

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Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Emerging practices and trends might include:	changes in consumer patterns or community expectations
	economic trends
	labour market trends
	new products or services
	new technologies
	political or legislative changes
	qualification or educational changes
Future labour needs refers to:	number, type, competency and quality of labour required to achieve organisation's strategic objectives
Options for sourcing labour supply refers to:	various ways in which labour can be brought to the job or accessed:
	employing a range of recruitment options
	hiring causal labour
	hiring new graduates or trainees
	outsourcing
	using contractors or consultants
Strategic objectives and targets for human resources may refer to:	equal employment opportunity and diversity
	human resources information systems
	induction
	industrial relations
	job analysis and design
	occupational health and safety
	performance management
	professional development

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	recruitment and selection
	remuneration
	staff retention and succession planning
Options for the provision of human resources services may include:	external provision by a consultant or contractor/s
	having the work performed elsewhere (outsourcing)
	internal human resources provision of the service/s
	internal non-human resources provision of the service/s
	merging of business units
Human resources plan includes:	priorities
	objectives
	timeframes

Unit Sector(s)

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Competency field

Workforce Development - Human Resource Management
Workforce Development - Human Resource Management