



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBHRM501A Manage human resources services**

**Release: 1**

## BSBHRM501A Manage human resources services

### Modification History

Not applicable.

### Unit Descriptor

<b>Unit descriptor</b>	<p>This unit describes the performance outcomes, skills and knowledge required to plan and oversee and deliver human resources services. It is not specific to any given human resources function and deals with the coordination of services and approaches.</p> <p>This unit takes an overview of human resources services and includes business ethics.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
------------------------	--

### Application of the Unit

<b>Application of the unit</b>	<p>This unit applies to human resources managers with broad experience who have responsibility for coordinating a range of human resources practices across an organisation. They may have other human resources staff reporting to them.</p>
--------------------------------	---

### Licensing/Regulatory Information

Not applicable.

### Pre-Requisites

<b>Prerequisite units</b>		

## Employability Skills Information

<b>Employability skills</b>	This unit contains employability skills.
-----------------------------	--

## 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.
---	--

## Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Determine strategies for delivery of human resources services	1.1. Analyse strategic and operational plans to determine <i>human resources requirements</i> 1.2. Consult line and senior managers to identify human resources needs within their area 1.3. Develop <i>options</i> for delivery of human resources services 1.4. Ensure options for human resources services comply with <i>legislative requirements and organisational policies</i> 1.5. Develop and agree on strategies and action plans for delivery of human resources services 1.6. Agree and document roles and responsibilities of human resources team, line managers, and external contractors
2. Manage the delivery of human resources services	2.1. Develop and negotiate service agreements between the human resources team, service providers and client groups 2.2. Document and communicate service specifications, performance standards and timeframes 2.3. Identify and arrange training support if required 2.4. Agree and arrange monitoring of quality assurance processes 2.5. Ensure that services are delivered by appropriate providers in accordance with service agreements and operational plans 2.6. Identify and rectify underperformance of human resources team or service providers
3. Evaluate human resources service delivery	3.1. Survey clients to determine level of satisfaction 3.2. Capture on-going client feedback for the review processes 3.3. Analyse feedback and surveys and recommend changes to service delivery 3.4. Obtain approvals to variations in service delivery from appropriate managers
4. Manage integration of business ethics in human resources practices	4.1. Ensure that personal behaviour is consistently ethical and reflects values of the organisation 4.2. Ensure that Code of Conduct is observed across the organisation and that its expectations are incorporated in human resources policies and practices

ELEMENT	PERFORMANCE CRITERIA
	4.3.Observe confidentiality requirements in dealing with all human resources information 4.4.Deal with unethical behaviour promptly 4.5.Ensure that all human resources staff are clear about ethical expectations of their behaviour

## Required Skills and Knowledge

### REQUIRED SKILLS AND KNOWLEDGE

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

#### Required skills

- analytical and problem-solving skills to review business and operational plans and to develop and evaluate human resources strategies to support these plans
- communication and negotiation skills to consult with key stakeholders across the organisation and to ensure their support for human resources strategies
- communication skills to manage service delivery
- learning skills to see that performance is managed and skills are developed in a range of contexts.

#### Required knowledge

- human resources strategy and planning processes as they relate to business and operational plans
- performance and contract management
- relevant legislation which applies to human resources.

## Evidence Guide

### 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:

- demonstrated skills in planning and implementing a coordinated approach to human resources functions across the organisation
- demonstration of engaging key stakeholders, implementing methods for developing and monitoring human resources plans, and aligning human resources with broader business objectives
- knowledge of relevant legislation.

#### 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/examples of human resources plans and evaluations of those plans
- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- observation of presentations
- oral or written questioning to assess knowledge of performance and contract management
- review of documentation outlining roles and responsibilities of human resources team, line managers, and external contractors
- review of documentation outlining service specifications, performance standards and timeframes and documentation of how these were communicated.

#### 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 Diploma of Human Resource

**EVIDENCE GUIDE**

Management.

## Range Statement

### 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.

***Human resources requirements*** may include:

- assessment and development centres
- career management
- competency development processes
- counselling
- discrimination, vilification and harassment advice
- education and training programs
- feedback
- flexible work arrangements
- induction and orientation programs
- industrial relations advice
- occupational health and safety (OHS)
- personal and career development planning
- rehabilitation and return to work
- remuneration/benefits advice
- self-analysis and self-assessment
- staff selection
- succession planning
- tele-working procedures
- workers compensation

***Options*** will include:

- cost benefit analysis
- risk analyses
- recommendations to relevant groups and individuals - all those who have a role in the implementation of policies, procedures or decisions and/or are affected by their implementation

***Legislative requirements and organisational policies*** may include:

- award and enterprise agreements, and relevant industrial instruments
- relevant industry codes of practice
- relevant legislation from all levels of government that affects business operation, especially in regard to OHS and environmental issues, equal opportunity, industrial relations



**RANGE STATEMENT**

	and anti-discrimination
--	-------------------------

**Unit Sector(s)**

<b>Unit sector</b>	
--------------------	--

**Competency field**

<b>Competency field</b>	Workforce Development - Human Resource Management
-------------------------	---

**Co-requisite units**

<b>Co-requisite units</b>		