



Australian Government

BSBHRM501B Manage human resources services

Release 1

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Modification History

Release	Comments
Release 1	<p>This version first released with <i>BSB07 Business Services Training Package Version 8.0</i>.</p> <p>Replaces BSBHRM501A Manage human resources services.</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to plan, 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.

This unit takes an overview of human resources services and includes business ethics.

Application of the Unit

This unit applies to human resources managers with broad experience, and responsibility for coordinating a range of human resources practices across an organisation. They may have other human resources staff reporting to them.

Licensing/Regulatory Information

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

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>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.</i>

Elements and Performance Criteria

<p>1. Determine strategies for delivery of human resources services</p>	<p>1.1 Analyse business strategy and operational plans to determine human resources requirements</p> <p>1.2 Review external business environment and likely impact on organisation's human resources requirements</p> <p>1.3 Consult line and senior managers to identify human resources needs in their areas</p> <p>1.4 Review organisation's requirements for diversity in the workforce</p> <p>1.5 Develop options for delivery of human resources services that comply with legislative requirements, organisational policies and business goals</p> <p>1.6 Develop and agree on strategies and action plans for delivery of human resources services</p> <p>1.7 Agree and document roles and responsibilities of human resources team, line managers, and external contractors</p>
<p>2. Manage the delivery of human resources services</p>	<p>2.1 Develop and communicate information about human resources strategies and services to internal and external stakeholders</p> <p>2.2 Develop and negotiate service agreements between the human resources team, service providers and client groups</p> <p>2.3 Document and communicate service specifications, performance standards and timeframes</p> <p>2.4 Identify and arrange training support if required</p> <p>2.5 Agree and arrange monitoring of quality assurance processes</p> <p>2.6 Ensure that services are delivered by appropriate providers according to service agreements and operational plans</p> <p>2.7 Identify and rectify under-performance of human resources team or service providers</p> <p>2.8 Identify appropriate return on investment in providing human resources services</p>
<p>3. Evaluate human resources service delivery</p>	<p>3.1 Establish systems for gathering and storing information needed to provide human resources services</p> <p>3.2 Survey clients to determine level of satisfaction</p> <p>3.3 Capture ongoing client feedback for the review processes</p> <p>3.4 Analyse feedback and surveys and recommend changes to service delivery</p> <p>3.5 Obtain approvals to variations in service delivery from</p>

	<p>appropriate managers</p> <p>3.6 Support agreed change processes across the organisation</p>
4. Manage integration of business ethics in human resources practices	<p>4.1 Ensure that personal behaviour is consistently ethical and reflects values of the organisation</p> <p>4.2 Ensure that code of conduct is observed across the organisation and that its expectations are incorporated in human resources policies and practices</p> <p>4.3 Observe confidentiality requirements in dealing with all human resources information</p> <p>4.4 Deal with unethical behaviour promptly</p> <p>4.5 Ensure that all persons responsible for the human resources functions are clear about ethical expectations of their behaviour</p>

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 them
- communication and negotiation skills to consult with key stakeholders across the organisation and 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
- technology skills to:
 - communicate with key stakeholders
 - support HR functions, including data collection and managing information according to legislation and organisational policies.

Required knowledge

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

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	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • demonstrate skills in planning and implementing a coordinated approach to human resources functions across the organisation • demonstrate methods of engaging key stakeholders, developing and monitoring human resources plans, and aligning human resources with broader business objectives • apply knowledge of relevant legislation.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to appropriate documentation and resources normally used in the workplace.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • assessment of reports and 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 how these were communicated.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> • other units from the Diploma of Human Resource Management.

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.

<p><i>Human resources requirements</i> may include:</p>	<ul style="list-style-type: none"> • 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 • workplace health and safety (WHS) processes and procedures • personal and career development planning • rehabilitation and return-to-work schemes • remuneration and benefits advice • self-analysis and self-assessment • staff selection • succession planning • tele-working procedures • workers' compensation.
<p><i>External business environment</i> may include:</p>	<ul style="list-style-type: none"> • unemployment rates • competition for workers • skills and labour shortages • market trends • economic conditions • changes in technology • industry changes.
<p><i>Options</i> will include:</p>	<ul style="list-style-type: none"> • cost-benefit analysis • risk analyses • recommendations to groups and individuals who have a role in the implementation of policies, procedures or decisions and/or are affected by their implementation.
<p><i>Legislative requirements, organisational policies</i></p>	<ul style="list-style-type: none"> • award and enterprise agreements, and relevant industrial instruments • relevant industry codes of practice

<i>and business goals</i> may include:	<ul style="list-style-type: none">• relevant legislation from all levels of government that affects business operation, especially in regard to WHS and environmental issues, equal employment opportunity, industrial relations and anti-discrimination• strategic and business plans.
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Unit Sector(s)

Workforce Development – Human Resource Management