



Australian Government

BSBHRM513A Manage workforce planning

Release 1

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Modification History

Release	Comments
Release 1	This version first released with <i>BSB07 Business Services Training Package Version 8.0</i> . Replaces BSBHRM504A Manage workforce planning.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to plan workforce strategies to achieve organisational goals and objectives.

It includes assessing factors that may affect the supply of workers, aligning workforce objectives with business plans, and designing strategies and succession plans to ensure a competent and appropriately diverse workforce is available to meet anticipated changes. The unit covers the research associated with labour markets and the requirement to match organisational needs with employee skills and commitment.

Application of the Unit

This unit applies to human resources managers or staff members with a role in a policy or planning unit that focuses on workforce planning.

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

1. Research workforce requirements	<p>1.1 Review current data on staff turnover and demographics</p> <p>1.2 Assess <i>factors that may affect workforce supply</i></p> <p>1.3 Establish the organisation's <i>requirements for a skilled and diverse workforce</i></p>
2. Develop workforce objectives and strategies	<p>2.1 Review organisational strategy and establish aligned <i>objectives</i> for the modification or retention of the workforce</p> <p>2.2 Define whether staff turnover is unacceptable and if so consider strategies to address the turnover</p> <p>2.3 Define objectives to retain required skilled labour</p> <p>2.4 Define objectives for workforce diversity and cross-cultural management</p> <p>2.5 Define strategies to source skilled labour</p> <p>2.6 Communicate objectives and rationale to relevant stakeholders</p> <p>2.7 Obtain agreement and endorsement for objectives and establish targets</p> <p>2.8 Develop contingency plans to cope with extreme situations</p>
3. Implement initiatives to support workforce planning objectives	<p>3.1 Implement action to support agreed objectives for recruitment, training, redeployment and redundancy</p> <p>3.2 Develop and implement strategies to assist workforce to deal with organisational change</p> <p>3.3 Develop and implement strategies to assist in meeting the organisation's workforce diversity goals</p> <p>3.4 Implement succession planning system to ensure desirable workers are developed and retained</p> <p>3.5 Implement programs to ensure workplace is an employer of choice</p>
4. Monitor and evaluate workforce trends	<p>4.1 Review workforce plan against patterns in exiting employee and workforce changes</p> <p>4.2 Monitor labour supply trends for areas of over- or under-supply in the external environment</p> <p>4.3 Monitor effects of labour trends on demand for labour</p> <p>4.4 <i>Survey organisational climate</i> to gauge worker satisfaction</p> <p>4.5 Refine objectives and strategies in response to internal and external changes and make recommendations in response to global trends and incidents</p> <p>4.6 Regularly review government policy on labour demand and</p>

	supply 4.7 Evaluate effectiveness of change processes against agreed objectives
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Required Skills and Knowledge

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

Required skills

- communication and leadership skills to:
 - explain the need for change
 - gain senior management support for workforce planning initiatives
- literacy skills to read and write reports and succinct workforce plans
- numeracy skills to work with data and predictions about labour supply information
- analytical skills to review data according to the needs of the organisation
- technology skills to:
 - communicate with key stakeholders
 - support HR functions, including data collection and managing information according to legislation and organisational policies.

Required knowledge

- current information about external labour supply relevant to the specific industry or skill requirements of the organisation
- industrial relations relevant to the specific industry
- labour force analysis and forecasting techniques.

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"> • review relevant supply and demand factors that will impact on an organisation's workforce • develop a workforce plan that includes relevant research and specific strategies to ensure access to a skilled and diverse workforce.
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 on labour supply trends and strategies to access and retain labour with required skills • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • review of documentation outlining agreed objectives for the modification or retention of the workforce and how these objectives were communicated to senior management • review of strategies implemented to assist the workforce to deal with organisational change • evaluation of implementation of succession planning system • review of the results of the organisational climate survey • oral or written questioning to assess knowledge of industrial relations relevant to the specific industry.
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.

<i>Factors that may affect workforce supply</i> may include:	<ul style="list-style-type: none"> • changes in technology • competition for workers • economic conditions • industry changes • market trends • skills and labour shortages • unemployment rates.
<i>Requirements for a diverse workforce</i> may include all forms of difference, including:	<ul style="list-style-type: none"> • age • gender • generational • learning styles • race • religious beliefs • sexuality • workers' background, including cultural and linguistic background.
<i>Objectives</i> may include:	<ul style="list-style-type: none"> • becoming an employer of choice • specific objectives for the organisation on recruitment, training, redeployment and redundancy • triple bottom line.
<i>Organisational climate surveys</i> may include:	<ul style="list-style-type: none"> • employee opinion surveys • employee satisfaction surveys • systems for checking how staff perceive the organisation and its function.

Unit Sector(s)

Workforce Development – Human Resource Management