PSPHR403A Provide a consultancy service for human resource management

Revision Number: 2

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Modification History

PSPHR403A Release 2:   Layout adjusted. No changes to content.
PSPHR403A Release 1:   Primary release.

Unit Descriptor

This unit covers the provision of human resource information and advice to assist managers and others to deal with human resource matters. It includes identifying consultancy requirements, providing support to line managers and individual staff, and advising on linkages between human resource policy and organisational objectives.

In practice, providing consultancy services in human resources overlaps with other generalist and specialist workplace activities such as applying government processes, acting ethically, complying with legislation, delivering client services, etc.

This unit replaces PSPHR401A Provide a human resources consultancy service. The units are not equivalent. The revised unit has additional requirements, is no longer restricted to devolved human resource services and no longer addresses evaluation of consultancy services. Evaluation is addressed in PSPGOV509A Conduct evaluations, added to the Working in Government Competency field of the Training Package in 2004.

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency.

Together, performance criteria specify the requirements for competent performance. Text in **_bold italics_** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. **Identify consultancy requirements**	1.1 Consultation with key *stakeholders* is conducted to identify support needs of those who provide human resource services in the organisation.
	1.2 An analysis of information needs, learning requirements and resources required for provision of human resource services is conducted.
	1.3 Advice is given to management and key stakeholders on requirements for the delivery of human resource services that meets *legislative and policy requirements*.
	1.4 The objectives, parameters, and performance standards for human resource services delivered through others are established, disseminated and explained.
2. **Provide human resource support**	2.1 *Information*, *advice*, training and support are provided on a range of human resource policies and procedures to meet legislative and organisational requirements.
	2.2 *Support* is provided in a clear, accurate, readily accessible and timely manner, and complies with legislation and organisational policies.
	2.3 Information and support strategies are tailored to meet the needs of diverse audiences.
	2.4 The available expertise and extent of human resource consultancy services are promoted to facilitate organisational awareness and access.
	2.5 The provision of information, advice, training and support is monitored and issues are dealt with or referred in accordance with organisational policy and procedures.
	2.6 Limits of own authority and expertise are applied and referrals are made based on knowledge of resources across and outside the organisation.
3. **Advise on organisation-level linkages**	3.1 Organisational business plans are consulted and linkages to the organisation's strategic human resource policy and procedures are identified.
	3.2 Information and advice are regularly obtained to ensure knowledge of broad organisational development issues is current.
	3.3 Relevant strategic human resource information is communicated to line managers and individuals to keep them abreast of changes in human resource policy and practice.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- preparing written advice requiring reasoning and precision of expression
- undertaking consultation, discussion and advice using exchange of complex oral and written information
- undertaking conflict resolution and negotiation
- providing counselling and mediation
- responding to diversity, including gender and disability
- presenting information
- coaching others in human resource policy and procedures
- applying occupational health and safety procedures and sustainability practices in the context of human resource consultancy services

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- the full range of human resource functions where line managers and other non-specialists have a human resource role
- human resource policies and practices
- relevant awards, legislation and agreements pertaining to employment framework and conditions
- employment contracts/organisational certified agreements
- organisational goals, policies and procedures
- jurisdictional legislation applying to human resources including occupational health and safety and environment and sustainability practices
- equal employment opportunity, equity and diversity principles

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together	• *Pre-requisite* units that must be achieved prior to this unit:*Nil* • *Co-requisite* units that must be assessed with this unit:*Nil* *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to: PSPETHC401A Uphold and support the values and principles of public service PSPGOV402B Deliver and monitor service to clients PSPGOV406B Gather and analyse information PSPGOV408A Value diversity PSPGOV411A Deal with conflict PSPGOV412A Use advanced workplace communication strategies PSPGOV414A Provide workplace mentoring PSPGOV422A Apply government processes PSPHR402A Administer human resource processes PSPLEGN401A Encourage compliance with legislation in the public sector
Overview of evidence requirements	In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms: the knowledge requirements of this unit the skill requirements of this unit application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework) • the provision of consultancy service for human resource management in a range of (3 or more) contexts (or occasions, over time)
Resources required to carry out assessment	These resources include: legislation, organisational policies, procedures, corporate and strategic documents workplace scenarios and case studies human resource management guidelines and other relevant workplace materials, such as human resource documents and plans

Where and how to assess evidence	Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when providing human resource consultancy services, including coping with difficulties, irregularities and breakdowns in routine
- the provision of consultancy service for human resource management in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- demonstration
- observation
- portfolios
- questioning
- scenarios
- simulation or role plays
- authenticated evidence from the workplace and/or training courses

For consistency of assessment	Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

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Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in *bold italics* in the Performance Criteria is explained here.

Stakeholders may include:	• all those individuals and groups both inside and outside the organisation that have having some direct interest in the organisation's behaviour, actions, products and services such as:
	  • users of the human resource service
	  • employees at all levels of the organisation
	  • other public sector organisations
	  • union and association representatives
	  • boards of management
	  • government
	  • Ministers

Legislation and policy requirements may include:	• Commonwealth and State/Territory legislation including equal employment opportunity, privacy legislation, anti-discrimination law and employment law • public sector management acts and regulations • national and international codes of practice and standards • organisational policies, practices and guidelines • government policy • environmental and sustainability policies • codes of conduct
Information and advice may relate to:	• award interpretation • career development • changes to policies and practices • classifications • compensation and rehabilitation • data collection • disciplinary procedures • employee conditions and entitlements • employee health • employment contracts • employment relations • employment support • equity and diversity management • flexible work practices • grievance resolution

- induction processes
- information relating to illness, injury, workplace stress
- job design
- learning and development
- legislative matters
- organisational development strategies
- performance appraisal
- performance management
- position requirements including competencies
- privacy issues
- probation
- recruitment, selection, appointment and induction
- redeployment
- remuneration and benefits
- reporting requirements
- separation
- sustainability practices
- workforce analysis and planning
- work organisation
- workplace bargaining
- workplace safety

Support may be:

- provided to:
    - supervisory staff
    - line managers
    - senior managers
    - other human resource practitioners
    - professional/technical specialists
    - individuals
- through:
    - written documentation
    - manuals
    - policy and procedure statements
    - guides
    - information brochures and pamphlets
    - oral advice and guidance
    - one-on-one meetings
    - small group meetings
    - telephone contact and/or electronic mail
    - training programs
    - coaching or mentoring
    - provision of feedback

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- mediating
- counselling

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.