



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR613A Manage retention and separation

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers management of retention and separation of people in the organisation. It includes developing strategies for retention and separation and managing implementation of the strategies.

In practice, managing retention and separation overlaps with other generalist and specialist workplace activities such as managing diversity, managing policy implementation, managing resources, managing risk.

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

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. Develop strategies for retention and separation

- 1.1 Rates of staff retention/turnover/separation and exit data are assessed, and government and organisational policies affecting retention/separation are analysed to identify factors to be taken into account.
- 1.2 Strategies are developed with key *stakeholders* to address organisational requirements for staff retention and the full range of *separation situations*.
- 1.3 Strategies are structured to provide sufficient time and information for employees to make well-considered decisions.
- 1.4 Strategies are integrated with *other key human resource policies* and meet *legislation and policy* requirements.
- 1.5 Strategies are developed based on the principles of natural justice, equity and fairness, and provide for access to *counselling and support services*.

2. Manage implementation of separation/ retention strategies

- 2.1 Information and advice are provided to facilitate implementation and monitoring of strategies for retention and separation.
- 2.2 Systems are managed to monitor the effectiveness of strategies for retention and separation in accordance with contractual obligations, legislation, organisational policy and needs, and in consultation with managers.
- 2.5 Retention and separation strategies are monitored to gauge their effectiveness in meeting organisational requirements and providing support to staff involved.
- 2.3 External and/or internal trends or events which have an effect on the organisation's retention and separation strategies and plans are monitored and responses are formulated.
- 2.4 Adjustments to strategies are implemented as a result of monitoring and/or changed *internal/external factors*.

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:

- undertaking effective consultation, counselling and negotiation
- assessing separation situations to see whether retention options are relevant/preferred
- interpreting and explaining complex requirements and assisting others to apply them in the workplace
- using a variety of words and language structures to explain complex ideas to different audiences
- preparing written advice requiring reasoning and precision of expression
- engaging in discussion using exchange of complex oral information
- responding to diversity, including gender and disability
- applying occupational health and safety and environmental procedures in the context of managing separation and retention

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- alternatives to dismissal
- award interpretation and employee entitlements
- concept of misconduct in the context of public sector employment
- concept of redundancy
- concept of retirement
- concept of voluntary termination
- concepts of dismissal and suspension
- concepts of natural justice and procedural fairness
- disputes and grievance procedures
- employment contracts
- equal employment opportunity, equity and diversity principles
- jurisdictional legislation applying to human resources including environmental and occupational health and safety requirements
- national and/or international models of good practice in the separation and retention of employees
- organisational goals, policies and procedures relating to separation and retention
- retention purposes and strategies
- the organisation's employee assistance programs
- workers compensation and superannuation schemes
- employment law

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:
 - PSPETHC601B Maintain and enhance confidence in public service
 - PSPGOV601B Apply government systems
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPHR603B Provide advisory and mediation services
 - PSPHR615A Manage human resource development strategies
 - PSPHR616A Manage performance management system
 - PSPHR619A Manage remuneration strategies and plans
 - PSPMNGT602B Manage resources
 - PSPMNGT605B Manage diversity
 - PSPMNGT611A Manage evaluations
 - PSPPOL603A Manage policy implementation

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)
- management of retention and separation strategies in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policies and procedures relating to separation and retention
- organisational plans and documents
- workplace scenarios and case studies to capture the range of situations likely to be encountered when managing retention

and separation

- environmental factors and relevant workplace materials that might affect retention and separation

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 managing retention and separation, including coping with difficulties, irregularities and breakdowns in routine
- management of retention and separation strategies 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
- portfolios
- questioning
- scenarios
- 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

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 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
 - inter-agency forums
 - union and association representatives
 - boards of management
 - government
 - Ministers

Separation situations may relate to:

- organisational restructure or down-sizing
- redundancy as an individual or group where redeployment is not available under employment conditions
- resignation
- loss of essential skills required, e.g. technological change
- retirement
- termination at the end of a contract period
- involuntary termination, such as dismissal due to misconduct
- retirement on medical grounds
- security-based redeployment

Other key human resource policies may include:

- equity and diversity
- workforce planning
- knowledge management
- staff/expertise retention
- retention incentives
- flexible working hours
- retention of older workers
- phased retirement arrangements
- organisational development
- career management

Legislation and policies
may include:

- organisational design
- redeployment
- Commonwealth and State/Territory legislation including equal employment opportunity, anti-corruption, anti-discrimination law, freedom of information and archives
- national and international codes of practice and standards
- the organisation's policies and practices
- government policy
- codes of conduct
- codes of ethics
- public sector standards
- security requirements

Counselling and support services
may be for:

- employees and their immediate families
- managers
- other staff

Internal and external factors impacting upon separation strategies and plans
may include:

- changed financial or political circumstances
- downsizing or organisation restructuring
- retention of high performing employees
- opportunities for outsourcing changes in legislation or core business activities
- changes in activities or aspirations of customers
- organisational changes
- labour market

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.