



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR615A Manage human resource development strategies

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 the development and management of strategies and programs to address the human resource development needs of the organisation. It includes identifying needs, developing strategies for human resource development, and managing implementation of the strategies and programs.

In practice, management of human resource development strategies overlaps with other generalist and specialist workplace activities such as managing diversity, managing policy implementation, facilitating workforce effectiveness.

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

- | | |
|--|--|
| <p>1. Identify development needs</p> | <p>1.1 The development needs of individuals, specific occupational groups and the organisation are identified through consultation with key <i>stakeholders</i>.</p> <p>1.2 An analysis of information acquired through consultation is conducted to identify Competency fields of need for human resource development.</p> <p>1.3 Development needs are linked to other organisational initiatives and prioritised on the basis of consultation and the organisation's corporate/strategic plans.</p> <p>1.4 Future development needs are anticipated through organisational benchmarking, strategic networking and national/international research.</p> |
| <p>2. Develop strategies for human resource development</p> | <p>2.1 Systems and policies are established to support human resource development for organisational development, change management, workforce planning and career management.</p> <p>2.2 Organisational objectives and <i>methodologies</i>, and a framework for ensuring return on investment are determined in accordance with the organisation's strategic direction and business goals.</p> <p>2.3 Strategic networks are established and maintained with industry, similar organisations and providers of learning and development programs.</p> <p>2.4 Resources to address the development needs of the organisation are negotiated, allocated and managed in accordance with organisational priorities.</p> <p>2.5 The development of <i>programs</i> to address identified development needs is managed in accordance with organisational policy and procedures.</p> |
| <p>3. Manage implementation of strategies and programs</p> | <p>3.1 Development strategies and programs are implemented in accordance with organisational policy and procedures.</p> <p>3.2 Systems are developed and implemented to monitor the effectiveness of strategies and programs in accordance with contractual obligations, <i>legislation, organisational policy</i> and needs, and in consultation with stakeholders.</p> <p>3.3 <i>External and/or internal trends</i> or events which have an effect on the organisation's development strategies and programs are monitored and responses are formulated.</p> <p>3.4 Adjustments to strategies and programs are implemented as a result of monitoring and/or changed internal/external trends and/or events.</p> <p>3.5 Strategies and programs are monitored to gauge their effectiveness in addressing organisational needs.</p> |

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 effective consultation with stakeholders
- undertaking internal marketing and public relations
- 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 strategies requiring reasoning and precision of expression
- responding to diversity, including gender and disability
- applying occupational health and safety and environmental requirements in the context of human resource development

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- national and/or international models of good practice in human resource development
- organisational policies and procedures
- the organisation's strategic goals and their implications for future human resource requirements
- human resource strategy and planning
- equal employment opportunity, equity and diversity principles
- human resource policies and practices
- jurisdictional legislation applying to human resources including occupational health and safety and environment and sustainability practices

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
 - PSPGOV602B Establish and maintain strategic networks
 - PSPGOV605A Persuade and influence opinion
 - PSPHR612A Manage recruitment
 - PSPHR616A Manage performance management system
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPMNGT605B Manage diversity
 - PSPMNGT611A Manage evaluations
 - PSPMNGT615A Influence workforce effectiveness
 - 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 human resource development strategies in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation policies, procedures and guidelines relating to human resource development and career management
- workplace scenarios and case studies to capture the range of situations likely to be encountered when managing human resource development strategies

Where and how to

Valid assessment of this unit requires:

assess evidence

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when managing human resource development strategies, including coping with difficulties, irregularities and breakdowns in routine
- management of human resource development 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
- projects
- 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
 - union and association representatives
 - boards of management
 - government
 - Ministers

Methodologies for human resource development may include:

- on-the-job learning
- accredited training
- self-paced learning
- mentoring
- coaching
- shadowing
- projects
- blended learning
- opportunities to act in higher positions

Development programs may include:

- mentoring and coaching
- action learning sets
- seminars, conferences and workshops
- tertiary courses
- in-house courses
- computer-based courses
- higher duties
- job exchange
- industry experience
- secondments

Legislation and organisational policies

- Commonwealth and State/Territory legislation including equal employment opportunity, anti-discrimination and employment law

may include:

- 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
- environmental/sustainability requirements

Internal and external factors impacting upon development strategies and programs may include:

- emerging human resource development needs
- changed financial or political circumstances
- downsizing or organisation restructuring
- opportunities for outsourcing changes in legislation or core business activities
- changes in activities or aspirations of customers
- organisational changes
- labour market
- environmental/sustainability requirements

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.