![Australian Government](Australian Government coat of arms logo)

PUAMAN003 Manage human resources

Release: 2

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Modification History

Release 2.0 This is the second release of this unit of competency in the Public Safety Training Package.

Editorial adjustments and clarification of text in Assessment Conditions.

Release 1.0 This is the first release of this unit of competency in the PUA Public Safety Training Package.

Application

This unit of competency involves the skills and knowledge required to manage and develop human resources to achieve organisational operational objectives.

The unit applies to personnel who have a specific human resources role within a public safety organisation. Whilst some aspects may be applied in a typical management role, it has a more specialist focus beyond human resource requirements for team leaders and managers.

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

Pre-requisite Unit

The fire sector is those sections of government departments, statutory authorities or organisations that have responsibility under jurisdictional arrangements for the delivery of firefighting and fire management services.

It is essential that the prerequisite unit listed below are obtained prior to the issuance of this unit to individuals within the fire sector or the units contributing to the attainment of a fire qualification.

PUAFIR503 Coordinate human resource management activities

Competency Field

Management

Unit Sector

Public Safety

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1 Lead and motivate people	1.1 Goals, personnel and teams to optimise achievement in work tasks are established and agreed
	1.2 Advice and support sensitive to the individual's needs is provided to personnel in the performance of their duties
	1.3 Activities are undertaken to achieve commitment to common goals
	1.4 Initiative and innovation are recognised and encouraged
	1.5 Achievements are recognised and communicated within the organisation
2 Undertake human resource planning	2.1 Human resource needs are determined and/or reviewed within anticipated operational needs and allocated budget
	2.2 Alternatives for staffing levels which clearly demonstrate returns to the organisation are analysed
	2.3 Contingency plans for staffing which meet key provisions of the human resource plan are developed
	2.4 Existing competencies of staff are compared with the needs of the organisation and/or work group
	2.5 Staffing levels are planned and negotiated with stakeholders within the organisational framework to achieve maximum efficiency of operations
3 Develop and facilitate performance	3.1 Performance criteria are negotiated and agreed upon with individuals, teams and work groups
	3.2 Performance criteria are reviewed as circumstances change
	3.3 Performance appraisal is conducted, based on clearly established and agreed performance criteria
	3.4 Strategies to rectify performance shortfalls and recognise success are identified

	3.5	Performance problems are addressed confidentially and in a constructive and timely manner, in accordance with organisational procedures
	3.6	Selections, transfers and promotions are made, in accordance with organisational policies and are supported with documented information
	3.7	Mechanisms are developed and implemented for the identification of human resource development needs within the work group and/or organisation taking into account the strategic plan for the organisation
4 Facilitate training, educational and development opportunities	4.1	Information on planned training events is made available throughout the organisation
	4.2	Training, educational and development plans are included as part of an individuals and/or team performance plan
	4.3	Individual and/or team access to and participation in training, educational and development opportunities is facilitated
	4.4	Coaching and mentoring strategies are used to develop personnel in an environment of change
	4.5	Training, educational and development opportunities to enhance individual, team and organisational performance are identified
5 Develop and implement issue resolution and grievance procedures	5.1	Problem solving and/or issue resolution procedures are established within legislative requirements and organisational guidelines
	5.2	Grievances and complaints are managed in a timely and caring way to optimise likelihood of a favourable outcome for all parties, in accordance with organisational policies and procedures
	5.3	Individual rights and obligations under industrial awards and/or agreements and legislation are documented and communicated in a clear and concise manner using appropriate language
	5.4	Hearings, interviews and meetings are conducted within the principles of industrial democracy and are participative and use consultative processes

	5.5	Relevant industrial parties are identified and invited to participate in the resolution process
6 Manage disciplinary matters	6.1	Disciplinary matters are implemented, in accordance with organisational policies and procedures
	6.2	Investigations are conducted in a caring and confidential manner to maintain performance and morale
	6.3	Feedback is provided promptly
	6.4	Appeals processes are instituted, in accordance with organisational policies and procedures
	6.5	Deficiencies in procedures are recognised and recommendations for change are made

Foundation Skills

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

Range is restricted to essential operating conditions and any other variables essential to the work environment.

Non-essential conditions may be found in the Companion Volume Implementation Guide.

Unit Mapping Information

This unit replaces and is equivalent to PUAMAN003B Manage human resources.

Links

Companion Volume Implementation Guides are found in VETNet - https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fvetnet.gov.au%2FPages%2FTrainingDocs.aspx%3Fq%3D3eca5672-6d5a-410b-8942-810d0ba05bbf&data=04%7C01%7Cvanessa.pirsl%40aistnds.org.au%7Cf78c645d3d704c61c1f708d8b77a7a08%7Cf9d028a1cd9e46ec9b9678a9d248ee5f%7C0%7C0%7C637461083970681657%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=u2yI6rwlJDaYY%2FVwM0yTaaUy%2FxtaL7afLRttvOKXUzQ%3D&reserved=0

Companion Volume Implementation Guides are found in VETNet - https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=3eca5672-6d5a-410b-8942-810d0ba05bbf