



Australian Government

PUAMAN003B Manage human resources

Release 3

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Modification History

| Release | TP version | Comments |
|---------|---------------|---------------------------------------|
| 3 | PUA12 V2.1 | Editorial changes. |
| 2 | PUA12 V1 | Layout adjusted. Application revised. |
| 1 | PUA00 V8.1 | Primary release on TGA. |

Unit Descriptor

This unit covers the competency to manage and develop human resources to achieve organisation's operational objectives.

Application of the Unit

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

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

PUAFIR503B Coordinate human resource management activities (Fire sector specific)

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency.

Performance Criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

| ELEMENT | PERFORMANCE CRITERIA |
|--|--|
| 1. Lead and motivate people | <p>1.1 Goals for people and teams to optimise achievement in work tasks are established and agreed upon.</p> <p>1.2 Goals are unambiguous and take into account the capabilities of people and teams.</p> <p>1.3 Advice and support sensitive to the individual's needs is provided to people in the performance of their duties.</p> <p>1.4 Activities are undertaken to achieve commitment to common goals.</p> <p>1.5 Initiative and innovation are recognised and encouraged.</p> <p>1.6 Achievements are recognised and communicated within the organisation.</p> |
| 2. Undertake human resource planning | <p>2.1 <i>Human resource needs</i> are determined/reviewed within the anticipated operational needs and allocated budget.</p> <p>2.2 Alternatives to staffing levels which clearly demonstrate returns to the organisation are analysed.</p> <p>2.3 Contingency plans for staffing are developed which meet key provisions of the human resources plan.</p> <p>2.4 Existing competencies of staff are compared with the needs of the work group.</p> <p>2.5 Staffing levels are planned and negotiated with <i>stakeholders</i> within the organisational framework to achieve maximum efficiency of operations.</p> |
| 3. Develop and facilitate performance | <p>3.1 Performance criteria are negotiated and agreed upon with individuals, teams and work groups.</p> <p>3.2 Performance criteria are reviewed as circumstances change.</p> <p>3.3 <i>Performance appraisal</i> is conducted, based on clearly established and agreed performance criteria.</p> <p>3.4 The total performance development system identifies and proposes strategies to rectify performance shortfalls and recognise success.</p> <p>3.5 Performance problems are addressed confidentially and in a constructive and timely manner, in line with relevant organisational procedures.</p> <p>3.6 <i>Selections, transfers and promotions</i> are made in accordance with organisation policies and supported with documented information.</p> |

ELEMENT**PERFORMANCE CRITERIA**

- 4. Facilitate training, education and development opportunities**
- 3.7 Mechanisms are developed and implemented for the identification of human resource development needs within the work group taking account of the strategic plan for the organisation.
- 4.1 Information on planned training events is made widely available throughout the organisation.
- 4.2 Training, education and development plans are included as part of individual/team performance plans.
- 4.3 Individual/team access to, and participation in, training, education and development opportunities is facilitated.
- 4.4 Coaching and mentoring contribute effectively to the training, education and development of personnel in an environment of change.
- 4.5 *Training, education and development opportunities* enhance individual, team and organisational performance.
- 4.6 A workplace environment is created which facilitates training, education and development.
- 5. Develop and implement issue resolution and grievance procedures**
- 5.1 Problem solving/issue resolution procedures are established within legislative requirements and organisation's guidelines.
- 5.2 Grievances and complaints are managed in a timely and caring way to optimise likelihood of a favourable outcome for all parties and in line with organisational objectives and procedures.
- 5.3 Individual's rights and obligations under industrial awards/agreements and legislation are documented and communicated in a clear and concise manner and in appropriate language.
- 5.4 Hearings, interviews and meetings are conducted within the principles of industrial democracy and participative, consultative processes.
- 5.5 All 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 organisation's procedures.
- 6.2 Investigations are conducted in a caring and confidential manner to maintain performance and morale.
- 6.3 Feedback is provided promptly.

ELEMENT**PERFORMANCE CRITERIA**

6.4 Appeals processes are instituted in accordance with organisational procedures.

6.5 Deficiencies in procedures are recognised and recommendations for change are made.

Required Skills and Knowledge

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

Required Skills

- achieve agreed results
- apply interpersonal skills
- demonstrate consistency between instructions and action in self and others
- display personal and professional integrity in working relationships
- establish key performance measures for individuals/work groups
- establish training and development opportunities as needed
- identify and where appropriate use stress management facilities and services
- monitor performance of individuals and teams/groups against key performance indicators
- use consultative methods to achieve operational targets
- use decision making processes which are understood and respected
- use effective management techniques and processes

Required Knowledge

- communication principles
- conflict resolution principles and practice
- Equal Employment Opportunity
- grievance procedures
- interpersonal relations
- leadership theory and principles
- management principles and practice
- Occupational Health and Safety
- training and education principles
- training need analysis

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

It is essential for this unit that competence be demonstrated in the application of human resource management in a wide range of contexts in achieving the organisation's objectives.

Consistency in performance

Evidence should be gathered over a period of time in a range of actual or simulated workplace environments.

Context of and specific resources for assessment

Context of assessment

Evidence of competent performance should be obtained by observing an individual in a management role within the workplace or exercise or operational environment. Knowledge may be assessed through written assignments, project reports, debriefings and action learning projects.

Specific resources for assessment

No special requirements.

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 in the Performance Criteria is detailed below.

Analysis of human resources development need may include:

- task/skills analysis
- competency standards
- skills audit
- performance planning
- succession planning
- group dynamics
- organisational behaviour
- personality profiles

Performance measures may include:

- completion of task
- achievement of new competencies
- development of new skills
- attainment of new knowledge
- personal development

Training, education and development opportunities may include:

- formal courses
- structured training programs
- on the job training
- staff development seminars and conferences
- exchanges/rotation/secondments
- project work
- mentoring/coaching
- action learning

Stakeholders may include:

- unions
- associations
- employers
- individuals
- workgroups
- teams

Industrial matters may include:

- identified awards and agreements
- organisation policies
- government industrial relations policies
- workplace customs and practices
- industrial court and commission rulings
- reference to industrial disputation

Selections, transfers and promotion may include:

- organisation procedures and guidelines
- government guidelines
- occupational health and safety
- equal employment opportunity

- Disciplinary action* may include:
- affirmative action
 - anti-discrimination
 - personnel selection
 - relevant organisation procedures
 - legislation
 - acts and ordinances
 - natural justice and fairness
- Management philosophy and practices* include:
- leadership principles
 - human resource planning
 - performance management
 - issue resolution
 - learning organisation

Unit Sector(s)

Not applicable.