



Australian Government

Department of Education, Employment and Workplace Relations

BSBHRM507A Manage separation or termination

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to deal with redeployment, resignation, retirement, dismissal and redundancy, including the conduct of exit interviews. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This unit applies to human resources managers or human resources personnel who take responsibility for overseeing all aspects of managing the termination of employment, voluntary and involuntary. The unit addresses separation at an individual level, through resignations and dismissal, and at the level of the group, through redundancy and restructuring. It is not assumed that the manager will be directly involved in terminating employees, although this may well be the case. In small organisations this role may belong to someone who is not a dedicated human resources professional; the unit however will still be applicable.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop policies and procedures for separation/termination of employment	1.1.Undertake research to determine features of best practice systems of separation/termination and the legal requirements 1.2.Undertake consultation with relevant managers prior to the introduction of new forms, procedures or systems 1.3.Develop policies, procedures and supporting documentation for all forms of separation/termination 1.4.Ensure procedures for dismissal or termination respect employees, provide strict confidentiality and comply with legislation 1.5.Obtain support for separation/termination policies and procedures from senior managers 1.6.Communicate policies and procedures and supporting documents to relevant personnel 1.7.Use feedback to make refinements to policies, procedures and supporting documents for separation and termination
2. Manage separation/termination processes	2.1.Develop a redundancy or redeployment plan 2.2.Manage redundancies and redeployment and provide relevant information about processes so that work outcomes are not compromised 2.3.Provide outplacement or other assistance in accordance with organisational policies and legal requirements 2.4.Ensure that dismissals for incapacity to perform or misconduct comply with legislative and organisational requirements 2.5.Ensure that human resources staff, managers and supervisors have necessary skills and knowledge to take disciplinary action 2.6.Review workforce data for predicted numbers of people retiring and make necessary plans 2.7.Review and evaluate separation/termination procedures regularly and introduce improvements
3. Manage exit interview process	3.1.Ensure that separating employees are offered the opportunity to participate in exit interviews 3.2.Ensure that the process for exit interviews is clear and that staff are skilled to conduct them

ELEMENT	PERFORMANCE CRITERIA
	3.3.Ensure that data from exit interviews is recorded and depersonalised 3.4.Analyse data from exit interviews to establish trends and patterns and introduce improvements across the organisation

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- analytical and organisational skills to work with data about trends and to plan for redeployment or redundancies
- communication skills to support disciplinary processes and to see that employees are properly counselled; to conduct exist interviews; and to negotiate terms and conditions of separation/termination.

Required knowledge

- disciplinary procedures
- employment contracts, and terms and conditions
- procedures for dismissal, suspension, voluntary termination, retirement and redundancy
- relevant Commonwealth and state legislation on industrial relations, unlawful dismissal and grounds for dismissal
- sexual harassment, discrimination, racial vilification policies and legislation.

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

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

Evidence of the following is essential:

- development of policies and procedures to manage all aspects of separation and termination of employees OR critical analysis of an existing policy and procedures framework on separation and termination
- knowledge of the legislative requirements for dismissal
- skills in counselling employees in disciplinary proceedings, providing advice on termination and conducting exit interviews.

Context of and specific resources for assessment

Assessment must ensure:

- access to appropriate documentation and resources normally used in the workplace.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- analysis of responses to case studies and scenarios
- assessment of written reports on separation and termination
- demonstration of counselling techniques for disciplinary procedures
- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- evaluation of analysis of exit interview data.
- observation of demonstrated techniques in conducting exit interviews
- oral or written questioning to assess knowledge of relevant legislation
- review of policies, procedures and supporting documentation developed for all forms of separation/termination
- review of redundancy or redeployment plan.

EVIDENCE GUIDE**Guidance information for assessment**

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- other units from the Diploma of Human Resource Management.

Range Statement

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, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Research may include:

- database search
- library search
- use of consultants/specialists
- visits to best practice organisations

Separation/termination may include:

- cessation of a casual labour agreement
- conclusion of the employment contract by either party or both parties mutually
- death
- dismissal
- expiry of a fixed term contract
- redeployment
- redundancy
- resignation
- retirement

Policies and procedures may address:

- discrimination
- dismissal, including unlawful dismissal
- entitlements
- exit interviews
- legislative requirements
- redundancy and redeployment
- resignation
- rights of appeal
- warning systems and grievances

Procedures for dismissal may include:

- counselling
- due process (at least one opportunity for the employee to give an explanation of their continued incapacity or misconduct)
- negotiation with employee and/or their representative
- warnings (written and verbal)

Redundancy means:

- when an organisation decides it has a job which it does not require to be done any more by either the present incumbent or someone

RANGE STATEMENT	
	else
Redeployment means:	cessation of one contract of employment and its replacement with a new contract for a different position
Dismissal means:	termination of the employee by the employer for misconduct or incapacity to perform the job
Exit interview means:	formal standard interview conducted in accordance with organisational policy, to obtain information from an employee who is leaving their employment, about their employment experiences

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Workforce Development - Human Resource Management
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Co-requisite units

Co-requisite units		