



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBHRM602B Manage human resources strategic planning**

**Revision Number: 1**

## BSBHRM602B Manage human resources strategic planning

### Modification History

Not applicable.

### Unit Descriptor

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <b>Unit descriptor</b> | <p>This unit describes the performance outcomes, skills and knowledge required to develop, implement and maintain a strategic approach to managing human resources in an organisation.</p> <p>The unit is critical for any human resources manager and should be undertaken after a firm grounding has been established in a range of human resources activities.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p> |
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### Application of the Unit

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| <b>Application of the unit</b> | <p>This unit applies to human resources managers or policy and planning staff with specific responsibility for ensuring that the organisation has the structure and staff to meet current and foreseeable business and performance objectives. In most instances this role will be undertaken by someone from a large organisation and will support an established strategic or business plan.</p> |
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### Licensing/Regulatory Information

Not applicable.

### Pre-Requisites

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| <b>Prerequisite units</b> |  |  |
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| <b>Prerequisite units</b> |  |  |
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## Employability Skills Information

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| <b>Employability skills</b> | This unit contains employability skills. |
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## Elements and Performance Criteria Pre-Content

|                                                                   |                                                                                                                                                                                                                                                                                                                  |
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| 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. Research planning requirements           | <ul style="list-style-type: none"><li>1.1. Analyse strategic plans to determine human resource strategic direction, objectives and targets</li><li>1.2. Undertake additional environmental analysis to identify <b>emerging practices and trends</b> that may impact on human resources management in the organisation</li><li>1.3. Identify <b>future labour needs</b>, skill requirements and <b>options for sourcing labour supply</b></li><li>1.4. Consider new technology and its impact on job roles and job design</li><li>1.5. Review recent and potential changes to industrial and legal requirements</li></ul>                                                                                                                              |
| 2. Develop human resources strategic plan   | <ul style="list-style-type: none"><li>2.1. Consult relevant managers about their human resources preferences</li><li>2.2. Agree on human resources philosophies, values and policies with relevant managers</li><li>2.3. Develop <b>strategic objectives and targets for human resources</b> services</li><li>2.4. Examine <b>options for the provision of human resources services</b> and analyse costs and benefits</li><li>2.5. Identify appropriate technology and systems to support agreed human resources programs and practices</li><li>2.6. Write strategic <b>human resources plan</b> and obtain senior management support for the plan</li><li>2.7. Develop risk management plans to support the strategic human resources plan</li></ul> |
| 3. Implement human resources strategic plan | <ul style="list-style-type: none"><li>3.1. Work with others to see that the plan is implemented</li><li>3.2. Monitor and review the plan</li><li>3.3. Adapt plan should circumstances change</li><li>3.4. Evaluate and review performance against plan objectives</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## Required Skills and Knowledge

### REQUIRED SKILLS AND KNOWLEDGE

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

#### Required skills

- literacy skills to:
  - read relevant documentation
  - write plans
- numeracy skills to undertake cost-benefit analysis of available options
- planning and organisational skills to develop and implement plans
- research, learning and analysis skills to ensure necessary information is gathered prior to writing plans

#### Required knowledge

- human resources practices and functions
- impact of technology on job roles
- labour market options for sourcing labour supply
- requirements of a strategic plan

## Evidence Guide

| <b>EVIDENCE GUIDE</b>                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| 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. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Overview of assessment</b>                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Critical aspects for assessment and evidence required to demonstrate competency in this unit</b>                                                                                                                    | Evidence of the following is essential: <ul style="list-style-type: none"><li>• development of a strategic human resources plan which includes relevant research and data and demonstrates a clear alignment with broader business objectives</li><li>• implementation and review of the plan.</li></ul>                                                                                                                                                                                                                                                                                                                         |
| <b>Context of and specific resources for assessment</b>                                                                                                                                                                | Assessment must ensure access to appropriate documentation and resources normally used in the workplace.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Method of assessment</b>                                                                                                                                                                                            | The following assessment methods are appropriate for this unit: <ul style="list-style-type: none"><li>• assessment of reports on strategic human resources issues and human resources planning</li><li>• direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate</li><li>• evaluation of strategic objectives and targets for human resources services</li><li>• review of human resources plan and risk management plans</li><li>• oral or written questioning to assess knowledge of human resources practices and functions.</li></ul> |
| <b>Guidance information for assessment</b>                                                                                                                                                                             | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## 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.

***Emerging practices and trends*** may include:

- ageing workforce
- changes in consumer patterns or community expectations
- economic trends
- labour market trends
- multi-generational teams
- new products or services
- new technologies
- political or legislative changes
- qualification or educational changes
- working internationally.

***Future labour needs*** may include:

- labour required to achieve organisation's strategic objectives, for example:
  - competency
  - number
  - quality
  - type.

***Options for sourcing labour supply*** refer to:

- employing a range of recruitment options
- hiring casual labour
- hiring new graduates or trainees
- employing off-shore workers
- outsourcing
- using contractors or consultants.

***Strategic objectives and targets for human resources*** may refer to:

- equal employment opportunity and diversity
- human resources information systems
- induction
- industrial relations
- job analysis and design
- OHS
- performance management
- professional development
- recruitment and selection

| <b>RANGE STATEMENT</b>                                                           |                                                                                                                                                                                                                                                                                                                                       |
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|                                                                                  | <ul style="list-style-type: none"> <li>• remuneration</li> <li>• staff retention and succession planning.</li> </ul>                                                                                                                                                                                                                  |
| <b><i>Options for the provision of human resources services</i></b> may include: | <ul style="list-style-type: none"> <li>• external provision by a consultant or contractor</li> <li>• having the work performed elsewhere (outsourcing)</li> <li>• internal human resources provision of the service</li> <li>• internal non-human resources provision of the service</li> <li>• merging of business units.</li> </ul> |
| <b><i>Human resources plan</i></b> includes:                                     | <ul style="list-style-type: none"> <li>• budget</li> <li>• priorities</li> <li>• objectives</li> <li>• timeframes.</li> </ul>                                                                                                                                                                                                         |

## Unit Sector(s)

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| <b>Unit sector</b> |  |
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## Competency field

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| <b>Competency field</b> | Workforce development - human resource management |
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## Co-requisite units

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| <b>Co-requisite units</b> |  |  |
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