



Australian Government

PSPHRM004 Implement workforce planning and succession strategies

Release: 1

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Modification History

Release	Comments
1	This unit was released in PSP Public Sector Training Package release 1.0 and meets the Standards for Training Packages. This unit supersedes and is equivalent to PSPHR504A Implement workforce planning and succession strategies. • Unit code updated • Content and formatting updated to comply with new standards • All PC transitioned from passive to active voice

Application

This unit describes the skills required to provide workforce planning and succession strategies to underpin the organisation's strategic and business decisions.

This unit applies to those working within a human resources administration role.

The skills and knowledge described in this unit must be applied within the legislative, regulatory and policy environment in which they are carried out. Organisational policies and procedures must be consulted and adhered to.

Those undertaking this unit would work independently, performing complex tasks in a range of familiar contexts.

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

Competency Field

Human resource management

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used,

outcomes	further information is detailed in the range of conditions section.
1. Conduct workforce analysis	1.1 Conduct in-depth analysis of current workforce practices, numbers, deployment, diversity and competencies to provide a baseline for workforce planning and management. 1.2 Analyse workforce data and benchmark when required against comparable data, identify trends and suggest interventions to address developments that do not support the organisation's strategic or business directions. 1.3 Undertake labour market and industry analysis to identify factors and trends that may impact on the organisation and the implications of these for workforce planning and management. 1.4 Use scenario planning or other forecasting tools to predict and assess likely futures for the organisation with their associated implications and risks. 1.5 Present the results of workforce analysis in objective and unbiased terms and in a form and language to suit the intended audience. 1.6 Ensure that the results of workforce analysis concerning future workforce requirements are included in decision-making processes.
2. Contribute to workforce planning	2.1 Provide information and advice to managers on all aspects of workforce planning. 2.2 Develop and/or provide workforce planning tools to managers, and give assistance in their use. 2.3 Develop and suggest solutions for current and future workforce planning and management issues. 2.4 Provide consultancy services to develop the human resource aspects of organisational and business unit plans to ensure the right numbers of appropriately diverse and skilled staff are available for future needs. 2.5 Assist managers to question current work practices and structures and prepare workforce plans.
3. Assist with succession management	3.1 Communicate the critical role of succession planning in managing the organisation's intellectual capital to managers and staff. 3.2 Develop a succession management strategy and identify candidate pools for imminent and longer term future vacancies. 3.3 Develop and agree on succession processes and the succession management strategy. 3.4 Use the results of workforce analysis and planning to assist managers to undertake succession planning.

Foundation Skills

Foundation skills are embedded within the elements and performance criteria of this unit.

Unit Mapping Information

This unit supersedes and is equivalent to PSPHR504A Implement workforce planning and succession strategies.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=bebbece7-ff48-4d2c-8876-405679019623>

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Assessment Requirements for PSPHRM004 Implement workforce planning and succession strategies

Modification History

Release	Comments
1	These Assessment Requirements were released in PSP Public Sector Training Package release 1.0 and meet the Standards for Training Packages. • Assessment Requirements created drawing upon specified assessment information from superseded unit

Performance Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the candidate must demonstrate evidence of performance of the following on at least one occasion.

- analysing information and trends
- consulting, negotiating and advising on workforce planning and succession management
- leading and influencing in relation to workforce analysis and planning
- applying problem solving
- explaining ideas to different audiences
- interpreting and explaining data and assisting others to apply the outcomes in the workplace
- preparing written advice and reports requiring reasoning and precision of expression

Knowledge Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the depth of knowledge demonstrated must be appropriate to the job context of the candidate.

- data analysis
- forecasting and planning
- scenario planning
- strategic thinking and analysis
- organisational business planning cycle and processes
- organisational goals, policies and procedures related to workforce planning and analysis
- standard and content requirements of workforce analysis and planning reports

- jurisdictional legislation applying to human resources, including freedom of information, privacy, confidentiality, occupational health and safety, and environment and sustainability practices

Assessment Conditions

This unit contains no specific industry-mandated assessment conditions. Guidance on suggested and recommended conditions and methods can be found in the Implementation Guide.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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