



Australian Government

PSPHRM011 Provide leadership in strategic human resource management

Release: 1

PSPHRM011 Provide leadership in strategic human resource management

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 PSPHR703A Provide leadership in strategic human resource management. • 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 leadership in strategic human resource management, adding value to the organisation through the integration of human resource management and planning with the organisation's strategic and business goals. It includes promoting the value of human resources.

This unit applies to those working in roles involving human resource management.

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 autonomously, 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	Performance criteria describe the performance needed to demonstrate

the essential outcomes	achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions section.
1. Promote the value of human resource function	1.1 Promote the role of human resources management in adding value to the organisation's strategic goals within and across business units. 1.2 Inform the organisation's key stakeholders of current good practice in the area of human resource management and its potential impact. 1.3 Identify, analyse and communicate future human resource trends and issues which might impact upon the organisation to senior management. 1.4 Negotiate, define and communicate the role of the human resource function, and its relationship with other management functions and stakeholders, throughout the organisation. 1.5 Promote the benefits of a diverse workforce in meeting organisational needs. 1.6 Model and promote ethical human resource practices within the organisation.
2. Provide strategic direction in human resource services	2.1 Promote occupational analysis, job design and internal workforce planning principles throughout the organisation to strategically link people development with organisational capability requirements. 2.2 Establish and evaluate recruitment and promotional targets to meet the organisation's capability output needs. 2.3 Provide leadership to develop human resource services that meet the current and future needs of the organisation and its people. 2.4 Consult with senior managers, business units and other stakeholders to inform the development of human resource services, policies and activities. 2.5 Provide human resource services to support the organisation's core business strategic directions. 2.6 Support the services provided by information and documentation to facilitate effective implementation.
3. Manage the human resource function	3.1 Organise work teams and provide adequate direction to enable them to design, implement, maintain and evaluate strategies, plans, programs and processes for human resource services. 3.2 Offer work teams and individuals feedback and coaching. 3.3 Encourage and monitor work teams and individuals to ensure that strategies, plans and processes meet the needs of a diverse employee, client and stakeholder base, and are consistent with legislative and policy requirements. 3.4 Evaluate strategies, plans, programs and processes against related objectives and future organisational requirements and

	adjustments. 3.5 Collect information about the effectiveness of human resource services to inform, in a systematic way, ongoing decision making processes, evaluation and product and service delivery design. 3.6 Prepare a budget that reflects the organisation's human resource service priorities, and ensure resources are acquired and maintained at sufficient levels to provide effective human resource services.
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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 PSPHR703A Provide leadership in strategic human resource management.

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 PSPHRM011 Provide leadership in strategic human resource management

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.

- applying strategic thinking and planning
- coaching, training and facilitating
- leading, influencing and negotiating
- explaining complex ideas to different audiences
- interpreting and explaining complex, formal documents including policy and legislation and assisting others to apply them 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.

- organisational goals, policies and procedures
- the importance of human resource management in attaining organisational goals
- strategic planning processes
- public sector strategic planning and its relationship with human resource strategy
- the relationships between key human resource functions
- deployment of financial resources
- use of technological resources for strategic purposes
- systematic use of information sources for strategic purposes
- national and international models of human resource management and functions

- the concept of diversity and its integration within and across all human resource functions and areas
- human resource policies and practices
- jurisdictional legislation that applies to human resources, including work health and safety and environmental policies and procedures
- range of evaluation methodologies

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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