



Australian Government

PSPHRM013 Implement workforce planning and succession strategies

Release: 1

PSPHRM013 Implement workforce planning and succession strategies

Modification History

Supersedes and is not equivalent to PSPHRM004 Implement workforce planning and succession strategies.

Application

This unit describes the performance outcomes, skills and knowledge required to implement workforce planning and succession strategies to underpin the organisation's strategic and business decisions.

This unit applies to those working in human resources coordination and facilitation roles and often in partnership with units within the organisation. Those undertaking this unit work independently, performing complex tasks in a range of familiar contexts.

The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.

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

Pre-requisite Unit

Nil

Competency Field

Human resource management

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes

PERFORMANCE CRITERIA

Performance criteria describe the performance needed to demonstrate achievement of the element.

1. Conduct workforce analysis.
 - 1.1. Apply 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 against comparable data, identify trends and suggest interventions to address developments that do not support organisational 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.
2. Promote the use of workforce analysis in decision-making processes.
 - 2.1. Present the results of workforce analysis in objective and unbiased terms, in a form and language suitable for the intended audience.
 - 2.2. Collaborate with business partners and colleagues to ensure that workforce analysis is meaningful in the context of organisational objectives.
 - 2.3. Evaluate and report on the application of workforce analysis in decision-making processes related to future workforce requirements.
 - 2.4. Identify where improvements in workforce analysis would strengthen its application in implementing workforce planning.
 - 2.5. Communicate the critical role of succession planning in managing organisational intellectual capital.
3. Develop workforce planning tools.
 - 3.1. Use workforce analysis to inform advice provided to managers on all aspects of workforce planning including succession management and identifying barriers to effective practices.
 - 3.2. Develop and provide workforce planning tools to managers and give assistance in their use.
 - 3.3. Identify issues and recommend solutions for current and future workforce planning and management issues.
4. Collaborate with business partners to facilitate effective workforce planning.
 - 4.1. Provide consultancy services to develop the human resource aspects of organisational and business unit plans to ensure future needs and objectives are addressed.
 - 4.2. Encourage managers to question current work practices and structures in preparing workforce plans.
5. Evaluate and review workforce planning.
 - 5.1. Report on workforce planning processes in accordance with organisational policies and procedures.

- 5.2. Incorporate feedback from business unit partners and colleagues to identify where improvements can be made.
- 5.3. Develop and implement changes based on evaluation.

Foundation Skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

SKILLS	DESCRIPTION
Oral communication skills to:	• collaborate with others in the development and implementation of workplace outcomes • consult, negotiate and advise on workforce and succession planning issues.
Writing skills to:	• prepare written advice and reports requiring reasoning and precision of expression.
Numeracy skills to:	• interpret and explain data in the context of workforce planning • analyse information and trends.
Problem solving skills to:	• analyse and evaluate outcomes with others in the context of organisational objectives and business partner priorities.

Unit Mapping Information

Supersedes and is not equivalent to PSPHRM004 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>

Assessment Requirements for PSPHRM013 Implement workforce planning and succession strategies

Modification History

Supersedes and is not equivalent to PSPHRM004 Implement workforce planning and succession strategies.

Performance Evidence

Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and:

- develop at least one succession management strategy and identify candidate pools for imminent and long-term vacancies
- prepare at least one workforce planning report in collaboration with others and present it to end users.

Knowledge Evidence

Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:

- organisational business planning cycle and processes including frameworks for:
 - data analysis
 - evidence-based decision-making
 - forecasting and planning
 - scenario planning
 - strategic thinking and analysis
- organisational goals, policies and procedures for 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 wellbeing, and anti- discrimination, equity and inclusion.

Assessment Conditions

Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions.

Assessment must ensure access to:

- jurisdictional legislation applying to human resources, including freedom of information, privacy, confidentiality, occupational health and wellbeing, and anti- discrimination, equity and inclusion
- resources and equipment required of the working environment.

Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.

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