



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR505A Implement staffing policies

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers implementation by human resource specialists of organisational staffing policies and procedures for recruitment, selection, induction, redeployment, retention and separation. It includes coordinating recruitment, selection, induction and redeployment, and assisting with retention/separation of employees.

In practice, the implementation of staffing policies overlaps with other generalist and specialist workplace activities such as promoting ethical behaviour and compliance with legislation, capitalising on diversity, providing client service, maintaining workplace safety. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Coordinate recruitment and selection

- 1.1 A consultancy/advisory service is provided on recruitment and selection policies and **processes** for business unit/line managers and questions are clarified to ensure compliance with legislative and organisational requirements.
- 1.2 Job specifications, position descriptions and selection criteria are developed in accordance with public sector standards in consultation with business unit/line managers to reflect current and desired competencies and behaviours in line with organisational requirements, equity and diversity management guidelines.
- 1.3 Advertisements for job vacancies and **recruitment information** are coordinated in consultation with business unit/line managers in accordance with organisational policy and procedures.
- 1.4 A quality assurance role is undertaken, providing assistance with short-listing applicants and organising, undertaking and finalising the selection process to ensure compliance with **legislation, policy** and organisational standards.
- 1.5 Recruitment and selection processes are **monitored**, appeals are handled in accordance with set processes, and issues/suggested improvements identified and referred to human resource decision makers.
- 1.6 Where probation periods are a condition of employment, assistance and advice are provided on interpreting and implementing the requirements of public sector and organisational policies and procedures.

2. Implement induction for new staff

- 2.1 Objectives, **content** and **methodology** for induction are confirmed in accordance with organisational and business unit needs.
- 2.2 Induction programs are coordinated and **delivery options** are determined in line with organisational policy and value for money considerations.
- 2.3 Feedback is obtained from participants and managers on the quality of delivery and content of induction programs.
- 2.4 Evaluation is undertaken of the extent to which the induction processes are meeting their objectives, and results are reported in accordance with organisational policy and procedures.
- 2.5 Improvements are suggested to the induction process in accordance with feedback received and organisational policy and procedures.

3. Coordinate redeployment

- 3.1 **Redeployment** policy and processes are confirmed and communicated to staff in ways suited to the needs of a diverse workforce.
- 3.2 Redeployed staff and those likely to be redeployed are consulted and their understanding of the process, their rights

ELEMENT**PERFORMANCE CRITERIA**

and responsibilities are confirmed.

3.3 Redeployees are managed in accordance with redeployment policy and processes to ensure their access to support services, learning and development and new job opportunities.

3.4 The redeployment pool is managed in accordance with organisational policy and procedures.

3.5 Processes are monitored to gauge their effectiveness in providing support to redeployed staff and adjustments are suggested and implemented in line with management advice.

4. Assist with staff retention/ separation

4.1 Policies and procedures for the retention and separation of staff are accessed and organisational requirements for staff retention and the full range of **separation situations** are clarified and confirmed.

4.2 Staff seeking voluntary separation are assisted to consider and accept **other options** in accordance with the organisation's retention policy.

4.3 Exit interviews for staff separation are conducted/facilitated and exit data is collected, analysed and reported in accordance with organisational policy and procedures.

4.4 Access to support services is facilitated for employees and their immediate families, as required.

4.5 Separation documents are completed and processed in accordance with legislative and organisational requirements.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- undertaking effective consultation, counselling and negotiation
- managing contractors
- assessing separation situations to see whether retention options are relevant/preferred
- using a variety of words and language structures to explain ideas to different audiences
- interpreting and explaining formal documents and assisting others to apply them in the workplace
- responding to diversity, including gender and disability
- applying occupational health and safety procedures in the context of implementing staffing policies and procedures

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- human resource policies, equal employment opportunity, ethics, equity and diversity principles related to recruitment, merit selection, induction, redeployment and separation
- employment contracts, awards, terms and conditions of employment, and employee entitlements
- recruitment, selection and induction methods including Internet-based recruitment
- reliability and validity as applied to recruitment and selection methods
- psychometric and skills testing
- employee rehabilitation procedures
- grievance/appeals procedures
- misconduct in the context of public sector employment
- alternatives to dismissal
- concepts of redundancy, voluntary severance/termination, dismissal and suspension
- concepts of natural justice and procedural fairness
- ethical principles and practices related to staffing
- retention purposes and strategies
- the organisation's employee assistance programs
- workers compensation and superannuation schemes
- equal employment opportunity, equity and diversity principles
- jurisdictional legislation applying to human resources including occupational

health and safety and environment and sustainability

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC501B Promote the values and ethos of public service
 - PSPGOV502B Develop client services
 - PSPGOV505A Promote diversity
 - PSPGOV507A Undertake negotiations
 - PSPGOV512A Use complex workplace communication strategies
 - PSPLEGN501B Promote compliance with legislation in the public sector
 - PSPOHS501A Monitor and maintain workplace safety

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- implementation of staffing policies in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policies and procedures
- workplace scenarios and case studies relating to staffing policies and procedures

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when implementing staffing policies, including coping with difficulties, irregularities and breakdowns in routine

- implementation of staffing policies in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

Recruitment and selection processes may include:

- job analysis
- job design
- job evaluation/job classification
- competency profiling
- benchmarking
- diversity targeting
- job description
- streamlining processes
- use of external agencies
- recruitment advertising
- application processing
- short-listing
- selection panel training
- selection panel formation
- merit selection
- interviews
- assessment centres
- psychometric assessment
- advising success and unsuccessful applicants
- selection process reports
- appeals
- grievance/complaints procedures
- advertising selection outcomes

Recruitment information may include:

- organisation profile
- business unit profile
- organisational/business unit structure
- job description
- competency profile
- description of the recruitment process
- application guidelines
- selection criteria
- interview/panel makeup and process

- interview questions
- case studies/workplace scenarios
- skills tests

Legislation and policy
may include:

- Commonwealth and State/Territory legislation including equal employment opportunity, anti-corruption, privacy and anti-discrimination law
- national and international codes of practice and standards
- the organisation's policies and practices
- government policy
- codes of conduct
- codes of ethics

Monitoring may include:

- managing information on:
- selection panel composition
- panel members trained in merit selection
- diversity of applicants
- duration of recruitment/selection
- grievances/complaints in relation to recruitment and selection
- conflicts of interest

Induction content may
include:

- public sector values
- public sector ethics
- code/s of conduct
- organisational policies and procedures
- public sector legislative requirements
- the organisation's enabling legislation
- organisational environment, culture, structure and protocols
- occupational health and safety related to working in the public sector, and particular to the organisation
- environmental and sustainability issues/requirements
- standard operating procedures
- equity and diversity
- delegations
- grievance procedures
- career management/progression
- learning and development

Induction methodology
may include:

- face-to-face information sessions
- brochures/handouts
- organisational manuals
- intranet
- organisational tour
- shadowing
- mentoring

- supervision
 - assessment
 - probation
- Induction delivery options** may include:
- in-house delivery
 - use of contractors
 - specialist input
 - guest speakers
 - senior management input
 - occupational health and safety input
- Redeployment** refers to:
- internal movement of human resources as a consequence of:
 - changed organisational needs
 - loss of essential skills
 - performance issues
 - employee rehabilitation
- Separation situations** may include:
- organisational restructure or down-sizing
 - redundancy as an individual or group
 - voluntary severance/termination such as resignation and retirement
 - termination at the end of a contract period
 - retirement on medical grounds
 - involuntary termination (such as dismissal due to misconduct)
- Options other than separation** may include:
- phased retirement
 - flexible working hours
 - part-time employment
 - fractional employment
 - working from home
 - retention incentives

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.