



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR703A Provide leadership in strategic human resource management

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 the provision of 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, providing strategic direction and managing the human resource function.

In practice, providing leadership in strategic human resource management planning overlaps with other generalist and specialist workplace activities such as influencing change, shaping diversity management, influencing strategic policy, providing strategic planning.

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

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|--|--|
| 1. Promote the value of human resource function | <ul style="list-style-type: none">1.1 The role of human resources and human resource management in adding value to the organisation's strategic goals is promoted within and across business units.1.2 The organisation's key stakeholders are informed of current good practice in the area of human resource management and its potential impact.1.3 Future human resource trends and issues which might impact upon the organisation are identified, analysed and communicated to senior management in conjunction with business units and line managers.1.4 The role of the human resource function, and its relationship with other management functions and stakeholders is negotiated, defined and communicated throughout the organisation.1.5 The benefits of a diverse workforce in meeting organisational needs are promoted within the organisation.1.6 Ethical human resource practices are modelled and promoted within the organisation. |
| 2. Provide strategic direction in human resource services | <ul style="list-style-type: none">2.1 Occupational analysis, job design and internal workforce planning principles are promoted throughout the organisation to strategically link people development with organisational capability requirements.2.2 Recruitment and promotional targets are established and evaluated to meet the organisation's capability output needs.2.3 Leadership is provided to develop human resource services that meet the current and future needs of the organisation and its people.2.4 Consultation with senior managers, business units and other stakeholders is used to inform the development of human resource services, policies and activities to ensure they are consistent with relevant legislative and policy requirements.2.5 Human resource services are provided to support the organisation's core business strategic directions.2.6 Services provided are supported by information and documentation to facilitate effective implementation. |
| 3. Manage the human resource function | <ul style="list-style-type: none">3.1 Work teams are organised and provided with adequate direction to enable them to design, implement, maintain and evaluate strategies, plans, programs and processes for human resource services.3.2 Work teams and individuals are offered feedback and are coached to facilitate the delivery of effective human resource services.3.3 Work teams and individuals are encouraged and monitored to ensure that strategies, plans and processes meet the needs of a |

ELEMENT**PERFORMANCE CRITERIA**

diverse employee, client and stakeholder base, and are consistent with legislative and policy requirements.

3.4 Strategies, plans, programs and processes are regularly evaluated against related objectives and future organisational requirements and adjustments are made in accordance with organisational requirements.

3.5 **Information** about the effectiveness of human resource services is collected to inform, in a systematic way, ongoing decision making processes, evaluation and product and service delivery design.

3.6 A budget is prepared that reflects the organisation's human resource service priorities, and resources are acquired and maintained at sufficient levels to provide effective human resource services.

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 with stakeholders
- applying strategic thinking and planning
- coaching, training and facilitating
- leading, influencing and negotiating
- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents such as policy and legislation and assisting others to apply them in the workplace
- preparing written advice and reports requiring reasoning and precision of expression
- responding to diversity, including gender and disability
- applying occupational health and safety strategies in a strategic leadership context

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- 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
- equal employment opportunity, equity and diversity principles
- human resource policies and practices
- jurisdictional legislation that applies to human resources, including occupational health and safety and environmental policies and procedures
- range of evaluation methodologies

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:
 - PSPETHC701A Lead and influence ethical practice in the public sector
 - PSPHR702B Formulate a strategic human resource plan
 - PSPMNGT701B Provide strategic direction
 - PSPMNGT702A Influence and shape diversity management
 - PSPMNGT703A Lead and influence change
 - PSPMNGT704A Undertake enterprise risk management
 - PSPPOL701A Influence strategic policy

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)
- provision of leadership in strategic human resource management in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policies and procedures relating to strategic human resource leadership
- workplace information such as mission, vision, strategic and business goals
- workplace scenarios and case studies

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 providing leadership in

strategic human resource management, including coping with difficulties, irregularities and breakdowns in routine

- provision of leadership in strategic human resource management in a range of (2 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.

Stakeholders may include:

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services such as:
 - users of the human resource service
 - employees at all levels of the organisation
 - other public sector organisations
 - inter-agency forums
 - union and association representatives
 - boards of management
 - government
 - Ministers

Human resource services may include:

- career development
- coaching and mentoring
- employees support
- employment relations
- equity and diversity programs
- information systems
- injury prevention
- organisational development, remuneration and benefits
- performance management
- professional development
- recruitment and selection
- redeployment processes
- rehabilitation
- separation of employees
- workplace analysis and planning

Legislative and policy requirements may include:

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

Sources of information for evaluation may include:

- statistical analyses
- interviews with stakeholders
- surveys
- informal feedback
- focus groups interviews
- research on existing programs
- solicited and unsolicited feedback
- organisational reviews
- workforce management data

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.