



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT603B Facilitate people management

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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 implementation of people management strategies, plans and processes within the business unit in cooperation with specialist human resources personnel. It includes undertaking human resource planning, managing the performance of individuals, managing learning and development, managing grievance procedures, counselling employees and managing employee rehabilitation.

In practice, people management occurs in the context of other generalist and specialist public sector work activities such as facilitating workforce effectiveness, managing diversity, managing client service, acting ethically, ensuring compliance with legislation etc.

This unit is one of four units dealing with people performance in the *Working in Government* and *Management Competency* fields of the Training Package. Related units are:

- PSPGOV315B Give and receive workplace feedback
- PSPGOV416A Monitor performance and provide feedback
- PSPGOV519A Manage performance

This unit replaces and is equivalent to *PSPMNGT603A Facilitate people management*.

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. Undertake human resource planning

- 1.1 Human resource needs are determined/reviewed in accordance with the organisation's short- and long-term needs, the anticipated **business unit** needs and the allocated budget.
- 1.2 Existing competencies of staff are compared with the needs of the business unit and plans to address shortfalls are developed.
- 1.3 Alternatives to staffing levels are developed which meet key provisions of the human resource plan.
- 1.4 Staff are **recruited, selected** and **separated** in accordance with business needs.
- 1.5 Organisational strategy is translated into performance goals and objectives.

2. Manage the performance of individuals

- 2.1 **Performance management** criteria are linked to business unit, strategic and operational goals, are identified in accordance with the organisation's performance management system and agreed in consultation with staff.
- 2.2 **Performance requirements** are confirmed with staff and performance management *processes* are applied in accordance with the performance management system.
- 2.3 Performance management processes are equitable and implemented in accordance with **legislative requirements, and organisational policy and practices**.
- 2.4 Performance management/**appraisal** meetings, interviews and discussions are conducted within the principles of industrial democracy and participative, consultative processes.
- 2.5 Outstanding performance and performance below agreed standards are identified and **responded** to in a constructive and timely manner, in accordance with organisational policy and practices to maximise the effectiveness of workplace performance.
- 2.6 Staff are motivated to improve their work performance through regular feedback, reflecting and acting on workplace experiences, coaching and mentoring arrangements, and through organisational reward and recognition strategies where these exist.

3. Manage learning and development

- 3.1 Performance improvement strategies are developed that identify current learning needs and anticipate future requirements.
- 3.2 Areas identified for improvement are addressed through selection and implementation of learning and **development** strategies to suit a diverse workforce.
- 3.3 **Information** about learning and development activities is promoted to staff.
- 3.4 Learning and development are managed equitably to maximise outcomes for the organisation and individuals.

ELEMENT**PERFORMANCE CRITERIA****4. Manage grievance procedures**

- 4.1 Grievances and complaints are managed promptly and in a manner which optimises the likelihood of a positive outcome.
- 4.2 Individuals rights and obligations under industrial awards/agreements and legislation are documented and communicated in a clear and concise manner.
- 4.3 Meetings and interviews are conducted within the principles of industrial democracy and participative, consultative processes.

5. Counsel employees

- 5.1 Counselling is offered to support employees in relation to work difficulties, career aspirations and personal difficulties.
- 5.2 Techniques and counselling style are chosen that are appropriate to the situation and cater for a diverse workforce base.
- 5.3 Active listening skills are applied to formulate responses to employees.
- 5.4 Referrals to appropriate support professionals and agencies are made to facilitate employee performance and well-being.
- 5.5 Outcomes are documented and employee confidentiality is maintained in accordance with organisational requirements.

6. Manage employee rehabilitation

- 6.1 Establishment of a return to work program is coordinated for an injured employee in consultation with the employee and a rehabilitation specialist.
- 6.2 A system is established to monitor the return to work program.
- 6.3 Injured employee is effectively engaged through all parts of the return to work program.
- 6.4 Records of the work program are maintained in accordance with organisational policy and legislative 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:

- facilitating learning, coaching and mentoring
- negotiating and counselling
- undertaking conflict and grievance resolution
- using a variety of words and language structures to explain complex ideas to different audiences
- preparing written advice and reports requiring reasoning and precision of expression
- engaging in discussion using exchanges of complex oral information
- responding to diversity, including gender and disability

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- performance management processes
- recruitment, selection and induction procedures
- range of training and development strategies
- principles of adult learning
- range of facilitation techniques
- development needs analysis techniques
- the concept of rehabilitation
- grievance procedures
- counselling techniques
- employee assistance services
- organisational goals, policies and procedures
- the concept of diversity and its integration within and across all human resource and management functions and areas
- equal employment opportunity, equity and diversity principles
- the relationship between effective human resource functions and the attainment of business unit objectives
- knowledge of the organisation's career and human resource development strategies, programs and plans
- conflict and grievance resolution strategies
- jurisdictional legislation applicable to management and human resource management functions

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:
 - PSPETHC601B Maintain and enhance confidence in public service
 - PSPGOV601B Apply government systems
 - PSPGOV602B Establish and maintain strategic networks
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPMNGT615A Influence workforce effectiveness
 - PSPPOL603A Manage policy implementation

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)
- effective people management strategies in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- people management procedures, protocols and guidelines
- legislation relating to people management in the public sector
- case studies and workplace scenarios to capture the range of situations likely to be encountered when facilitating people management in the public sector

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 facilitating people management, including coping with difficulties,

irregularities and breakdowns in routine

- effective people management strategies 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
- simulation or role plays
- 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.

Business unit may refer to

- a program
- sub-program
- cost centre
- area
- division
- branch
- production unit or section located within the organisation

Recruitment and selection processes may include

- job analysis
- job description
- job evaluation
- recruitment advertising
- use of external agencies
- application processing
- competency profiling
- job classifications

Separation of staff may include

- transfer
- termination
- redeployment

Performance management refers to

- planning and review of the on-the-job performance of individuals and groups of employees

Performance requirements may include

- performance expectations
- explicit standards for performance of tasks
- performance targets and timeframes
- role responsibilities
- goals
- strategies
- measures
- performance agreements
- finding a work-life balance

Performance management processes

- planning
- measurement

may include:

- reviews and appraisals
- monitoring
- evaluation
- feedback

Legislative requirements and organisational policies and practices 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

Performance appraisal methods may include:

- supervisor/employee
- peer
- 360 degree

Responses to performance may include:

- counselling
- discipline
- reward
- recognition
- documenting performance issues
- later follow-up

Development of individuals and teams may be through:

- mentoring and coaching
- action learning sets
- counselling
- seminars, conferences and workshops
- approved leave to gain skills/experiences
- tertiary courses
- in-house courses
- computer-based courses
- higher duties
- job exchange
- industry experience
- secondments

Information about development opportunities may be communicated through:

- written documentation
- manuals
- policy and procedure statements, guides
- information brochures and pamphlets
- oral advice and guidance
- one-on-one meetings
- small group meetings
- telephone contact and/or electronic mail

Unit Sector(s)

Not applicable.

Competency field

Management.