



Australian Government

PUAFIR503B Coordinate human resource management activities

Release 2

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Modification History

Release	TP Version	Comments
2	PUA12 V2	Content reviewed Application of the Unit added Two Performance Criteria revised to ensure consistent use of the passive tense Method of assessment added
1	PUA00 V8.1	Primary release on TGA

Unit Descriptor

This unit covers the competency required to coordinate and implement a range of human resource management activities.

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

Application of the Unit

This unit applies to personnel responsible for managing the human resources for a designated area of responsibility and applying organisational policies for equal employment opportunity (EEO), industrial awards and work health and safety (WHS). A designated area of responsibility may include a region, brigade or a business unit.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency.

Performance Criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify, seek appropriate interpretation of and implement awards, workplace and union agreements, and policies relating to industrial matters in the workplace	1.1 Awards and workplace agreements are appropriately applied in the workplace and where necessary, appropriate interpretation of industrial matters is obtained. 1.2 Organisational policy regarding industrial relations is communicated to all levels of personnel as part of the employee consultative process. 1.3 Role of unions in the workplace is recognised and consultative processes are followed.
2. Settle employee grievances and complaints	2.1 Routine workplace grievances and complaints are settled to the satisfaction of the parties without the need for reference to outside assistance. 2.2 Settlement of routine workplace grievances and complaints is undertaken under the guidelines of legislation and organisational policy and procedures. 2.3 Routine workplace disputes are resolved quickly, with minimal cost and loss of productivity.
3. Assess and apply information about human resource principles, industrial democracy and freedom of information within the workplace	3.1 Information is assessed and accurately applied within the relevant context. 3.2 Organisational policies and procedures are followed to ensure working environment is equitable, safe and conforms to legislation, government policy and organisational requirements. 3.3 Appropriate action is taken to advise management of unsafe or discriminatory situations within the workplace that require non-routine intervention.
4. Administer and instigate routine disciplinary action in accordance with policy and procedures	4.1 Routine disciplinary matters are investigated to examine possible actions and to ensure that the designated senior officer receives a correct and comprehensive briefing. 4.2 Routine disciplinary matters are dealt with in accordance with organisational procedures. 4.3 Non-routine disciplinary matters are referred to appropriate supervisor in accordance with organisational procedures.
5. Appraise personnel seeking promotion opportunities and coordinate promotional activities	5.1 Personnel are made aware of promotion requirements and activities, and organisational EEO policies are applied. 5.2 Activities related to providing promotion opportunities are coordinated in the workplace. 5.3 Confidentiality of performance appraisal matters is

- maintained.
- 6. **Evaluate and utilise the expertise of personnel**
 - 6.1 Specific strengths and weaknesses of different individuals are identified and utilised for the attainment of work group outcomes and the job satisfaction of the individual.
 - 6.2 Differences in expertise among personnel are utilised to broaden work group range and to improve team performance.
 - 6.3 Individual and group development is supported by facilitation of team building.
 - 7. **Produce career and succession plans for the workplace**
 - 7.1 *Career and succession plans* are produced to assist with the smooth transition of personnel from one job to another with minimal disruption to the workplace.
 - 7.2 Information on competencies required for each level is communicated to personnel.
 - 8. **Establish performance indicators in the workplace**
 - 8.1 Performance indicators are established to ensure optimum efficiency of the individual and/or team.
 - 8.2 Individuals and/or teams in the workplace are informed of the required performance standards and indicators.
 - 8.3 Performance indicators are reviewed with individuals and/or teams to ensure they match organisational requirements.
 - 9. **Identify development needs of personnel in the workplace**
 - 9.1 Human resource planning advice is sought from *appropriate sources* when scoping personnel development needs.
 - 9.2 Training and development needs of personnel are accurately identified.
 - 9.3 Plans for personnel development are followed in accordance with organisational practice.
 - 9.4 Personnel are encouraged to acquire new skills and to develop existing skills.

Required Skills and Knowledge

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

Required Skills

- apply grievance procedures to settle grievances
- apply interpersonal skills
- conduct interviews
- listen to and summarise discussions
- pose and convey questions
- provide feedback
- report on WHS program and procedures
- resolve conflict

Required Knowledge

- award conditions
- conflict resolution techniques
- disciplinary action
- EEO, guidelines, issues and responsibilities
- employee appraisal
- grievance procedures
- industrial relations system – internal and external
- inter-relating employment relationships
- organisational procedures
- role of human resources and human resources manager
- roster system
- sources and reasons for grievances
- WHS procedures

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Assessment must confirm the ability to:

- apply a range of human resource management policies to human resources within defined area of responsibility.

Consistency in performance

Competency should be demonstrated over time and in a wide range of contexts.

Context of and specific resources for assessment

Context of assessment

Competency should be assessed on-the-job and in a simulated workplace environment.

Specific resources for assessment

There are no specific resource requirements for this unit.

Method of assessment

In a public safety environment assessment is usually conducted via direct observation in a training environment or in the workplace via subject matter supervision and/or mentoring, which is typically recorded in a competency workbook.

Assessment is completed using appropriately qualified assessors who select the most appropriate method of assessment.

Assessment may occur in an operational environment or in an agency-approved simulated work environment. Forms of assessment that are typically used include:

- direct observation
- interviewing the candidate
- journals and workplace documentation
- third party reports from supervisors
- written or oral questions

Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

<i>Industrial matters</i> may include:	• customs and practices within the workplace • industrial awards and agreements • industrial court or commission rulings • government industrial relations policies • policies as established by the organisation
<i>Workplace</i> may include:	• workplace of low complexity • small work group of a large or highly complex workplace
<i>Disciplinary matters</i> may include:	• possible breaches of: • acts and ordinances • legal advice • legislation • government policies • relevant organisational procedures • sound supervisory and human resource practices
<i>Promotion requirements</i> may include:	• completion and passing of set examinations • completion of externally recognised training courses • past experience • qualifications • specific organisational requirements
<i>Organisational EEO policies</i> should include:	• adherence to anti-discriminatory practices • equitable access to information • encouragement of input from all workers • promotion of cultural diversity
<i>Facilitation of team building</i> may include:	• equitable distribution of resources • mutually agreed allocation and distribution of tasks • passing on information to all team members • providing constructive feedback • team input into goal setting
<i>Career and succession plans</i> may include:	• learning and development plans • personal development plans • training needs analysis
<i>Appropriate sources</i> may include:	• immediate section heads • other government agencies • policy-making sections • training section

Unit Sector(s)

Not applicable.