



Australian Government

Department of Education, Employment and Workplace Relations

SIRXHRM001A Administer human resources policy

Revision Number: 2

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Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
Second Release	Editorial updates

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to plan and manage human resources.

Application of the Unit

This unit applies to managers responsible for administering the organisation's human resources policy. It involves implementing staffing levels, monitoring staff performance, identifying and minimising potential industrial relations problems and developing and implementing training plans.

Licensing/Regulatory Information

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

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element	Performance Criteria
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Implement staffing levels.	1.1.Maintain and monitor <i>store policy and procedures</i> in regard to <i>staffing levels</i>. 1.2.Maintain store staffing plans involving total store operation. 1.3.Ensure store staffing plan is comprehensive, concise and easily understood by <i>staff and management</i>. 1.4.Base all staffing figures on accurate and current information. 1.5.Develop <i>contingency plans</i> to cope with extreme situations. 1.6.Identify, analyse and rectify staff turnover problems as required by store policy.
2. Monitor staff performance.	2.1.Analyse, monitor and maintain store policy and procedures in regard to staff performance requirements. 2.2.Conduct performance appraisal and counselling interviews as required according to store policy. 2.3.Give clear, constructive <i>feedback</i> on performance at a level and pace appropriate to the team member. 2.4.Recognise performance and achievement and encourage individuals to contribute to their own assessment. 2.5.Encourage individuals to contribute to improving policy and procedures. 2.6.Discipline and counsel staff as required according to store policy and <i>statutory requirements</i>. 2.7.Implement staff dismissals according to store policy and procedures and statutory requirements. 2.8.Conduct terminal and exit interviews, according to store policy and procedures and statutory requirements. 2.9.Accurately and completely record details of all procedures and made available to authorised personnel.
3. Identify and minimise potential industrial relations problems.	3.1.Develop and implement strategies in regard to <i>interpersonal conflict</i> and dispute resolution, according to store policy and procedures. 3.2.Actively encourage consultation and cooperation within team. 3.3.Provide constructive support to resolve problems where

- interpersonal conflict arises.
- 3.4. Accurately **communicate** current dispute resolution and grievance procedures to team members.
- 3.5. Concisely and accurately record details of proceedings and make available to authorised personnel.
- 3.6. Treat team members with integrity, respect and compassion.
4. Develop and implement training plans.
- 4.1. Develop **training objectives and activities** based on considered assessment of existing individual and team competencies, potential competency and career aspirations according to store policy.
- 4.2. Regularly review, update and improve training plans in consultation with staff and management.
- 4.3. Ensure training plans contain clear, realistic **objectives**.
- 4.4. Encourage and assist individuals to evaluate their own development and training needs and to contribute to development planning and review.
- 4.5. Plan training activities to optimise the use of available resources.
- 4.6. Identify training needs using accurate and current information.
- 4.7. Clearly define training requirements relating to specific competencies necessary to perform a specified role or function.
- 4.8. Provide ongoing training information to all staff.
- 4.9. Delegate responsibility for training to **specific staff**.
- 4.10. Document planned training needs and specified outcomes.
- 4.11. Monitor and maintain budget in regard to training and assessment of staff according to store policy.

Required Skills and Knowledge

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

Required skills

The following skills must be assessed as part of this unit:

- interpersonal communication skills to:
 - conduct performance appraisal and counselling and terminal and exit interviews
 - give feedback and provide information
 - encourage individual contribution and evaluation of training and development needs
 - discipline and counsel staff and resolve conflicts
 - encourage consultation and cooperation in the team through clear and direct communication
 - ask questions to identify and confirm requirements,
 - use language and concepts appropriate to cultural differences
 - use and interpret non-verbal communication
- analysing training needs
- monitoring staff performance
- conducting performance appraisal
- negotiating
- literacy skills in regard to:
 - researching, analysing and interpreting a broad range of written material
 - preparing reports
 - documenting results
 - numeracy skills in regard to interpreting and maintaining data.

Required knowledge

The following knowledge must be assessed as part of this unit:

- store policy and procedures in regard to:
 - staffing
 - performance appraisal
 - employee relations
 - staff development
- relevant statutory, legal and industrial relations requirements in regard to:
 - monitoring staff performance
 - counselling
 - disciplinary procedures
 - dismissal procedures
 - agreements, awards and wages and conditions
 - anti-discrimination

- equal opportunity
- sexual harassment
- WHS
- a range of responsibilities and job descriptions
- Australian apprenticeship legislation
- Training Packages and competency standards
- store staffing plan
- staff levels and turnover
- existing competencies
- resources available for training
- principles and techniques in training and development.

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

Evidence of the following is essential:

- maintains and monitors optimum staff levels according to store policy and procedures by:
 - maintaining staffing plans
 - communicating with staff and management
 - developing contingency plans
 - analysing and rectifying staff turnover problems
- maintains and monitors staff performance according to store policy and procedures and according to legislation and statutory requirements by:
 - monitoring and analysing performance
 - identifying performance and skill gaps
 - applying on the job training and coaching processes to develop employees
 - developing performance improvement plans
 - conducting performance appraisal interviews
 - demonstrating discipline and counselling processes
 - demonstrating dismissal processes
- accurately records and maintains details of staff performance procedures, taking into account privacy requirements
- communicates with team members to minimise potential industrial relations problems
- develops, implements and evaluates relevant and effective training plans aligned to business goals and company policies.

Context of and specific resources for assessment

Assessment must ensure access to:

- a retail work environment
- relevant documentation, such as:
 - store policy and procedures on employee relations and staff development
 - legislative requirements
 - store staffing plan
 - job descriptions
- statutes, awards and agreements relating to:
 - monitoring staff performance

- performance appraisal
- counselling
- disciplinary procedures.

Methods of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- observation of performance in the workplace
- third-party reports from a supervisor
- research report
- written or verbal questioning to assess knowledge and understanding
- review of portfolios of evidence and third-party workplace reports of on-the-job performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

Store policy and procedures in regard to:

- employee relations and staff development
- systems for recording employee relations information.

Staffing levels may vary according to:

- peak trading times
- special events
- promotion
- stocktakes
- refurbishment.

Staff and management may include:

- full-time, part-time, casual or contract staff
- people with varying degrees of language and literacy
- people from a range of cultural, social and ethnic backgrounds
- people with a range of responsibilities and job descriptions.

Contingency plans may include:

- unpredicted staff shortages
- unpredicted customer demand
- accidents or emergencies.

Techniques for providing ***feedback*** may include:

- using open and inclusive language
- speaking clearly and concisely
- using appropriate language
- non-verbal communication.

Statutory requirements and legislation may include:

- equal employment opportunity (EEO)
- Australian apprenticeships
- disciplinary procedures
- awards and agreements
- wages and conditions
- anti-discrimination
- sexual harassment
- WHS
- privacy.

Interpersonal conflict:

- may occur with or between:
 - individuals
 - teams
 - customers
 - management
- may be minimised:

- formally
 - informally
 - is minimised to:
 - promote effective working relationships
 - prevent disciplinary or grievance procedures becoming necessary.
- Methods to ***communicate*** information may include:
- verbal
 - written, including email.
- Training objectives and activities*** may relate to:
- existing staff competencies
 - level of competencies required by staff
 - budget allocation for staff training.
- Objectives*** may apply to:
- individuals
 - teams
 - managers.
- Specific staff*** responsible for training may include:
- supervisor and manager
 - training coordinator
 - external consultant.

Unit Sector(s)

Cross-Sector

Competency field

Human Resources Management