

UNIT CODE	PSPHRM004
UNIT TITLE	Implement workforce planning and succession strategies
APPLICATION	<p>This unit describes the performance outcomes, skills and knowledge required to implement workforce planning and succession strategies to underpin the organisation's strategic and business decisions.</p> <p>This unit applies to those working in human resources coordination and facilitation roles and often in partnership with business units. Those undertaking this unit would work independently, performing complex tasks in a range of familiar contexts.</p> <p>The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.</p> <p>No occupational licensing, certification or specific legislative or certificate requirements apply to this unit at the time of publication.</p>
PREREQUISITE UNIT	Nil
COMPETENCY FIELD	Human resource management
UNIT SECTOR	

ELEMENTS	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Conduct workforce analysis	<p>1.1 Apply in depth analysis of current workforce practices, numbers, deployment, diversity and competencies to provide a baseline for workforce planning and management.</p> <p>1.2 Analyse workforce data and benchmark against comparable data, identify trends and suggest interventions to address developments that do not support organisational strategic or business directions.</p> <p>1.3 Undertake labour market and industry analysis to identify factors and trends that may impact on the organisation and the implications of these for workforce planning and management.</p> <p>1.4 Use scenario planning or other forecasting tools to predict and assess likely futures for the organisation with their associated implications and risks.</p>

2. Promote the use of workforce analysis in decision making processes	<p>2.1 Present the results of workforce analysis in objective and unbiased terms, in a form and language suitable for the intended audience.</p> <p>2.2 Collaborate with business partners and colleagues to ensure that workforce analysis is meaningful in the context of organisation objectives.</p> <p>2.3 Evaluate and report on the application of workforce analysis in decision making processes related to future workforce requirements.</p> <p>2.4 Identify where improvements in workforce analysis would strengthen its application in implementing workforce planning.</p> <p>2.5 Communicate the critical role of succession planning in managing organisational intellectual capital.</p>
3. Develop workforce planning tools	<p>3.1 Use workforce analysis to inform information and advice provided to managers on all aspects of workforce planning including succession management.</p> <p>3.2 Develop and provide workforce planning tools to managers and give assistance in their use.</p> <p>3.3 Identify issues and recommend solutions for current and future workforce planning and management issues.</p>
4. Collaborate with business partners to facilitate effective workforce planning	<p>4.1 Provide consultancy services to develop the human resource aspects of organisational and business unit plans to ensure the future needs and objectives are addressed.</p> <p>4.2 Encourage managers to question current work practices and structures in preparing workforce plans.</p>
5. Evaluate and review workforce planning	<p>5.1 Report on workforce planning processes according to organisation policies and procedures.</p> <p>5.2 Incorporate feedback from business unit partners and colleagues to identify where improvements can be made.</p> <p>5.3 Develop and implement changes.</p>

FOUNDATION SKILLS	
<p><i>Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.</i></p>	
ORAL COMMUNICATION SKILLS TO:	<ul style="list-style-type: none"> ■ explain the critical role of workforce and succession planning in managing organisational intellectual capital to different audiences ■ collaborate with others in the development and implementation of workplace outcomes ■ consult, negotiate and advise on workforce and succession planning issues.
WRITING SKILLS TO:	<ul style="list-style-type: none"> ■ prepare written advice and reports requiring reasoning and precision of expression.
NUMERACY SKILLS TO:	<ul style="list-style-type: none"> ■ interpret and explain data in the context of workforce planning ■ analysing information and trends.

PROBLEM SOLVING SKILLS TO:	<ul style="list-style-type: none"> ■ analyse and evaluate outcomes with others in the context of organisation objectives and business partner priorities.
UNIT MAPPING INFORMATION	Release 1: This unit supersedes and is not equivalent to PSPHRM004 Implement workforce planning and succession strategies.
LINKS	Companion Volume Implementation Guide

TITLE	Assessment Requirements for PSPHRM004 Implement workforce planning and succession strategies
PERFORMANCE EVIDENCE	<p>Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and:</p> <ul style="list-style-type: none"> ■ develop at least one succession management strategy and identify candidate pools for imminent and long term vacancies ■ prepare at least one workforce planning report in collaboration with others and present it to the end users.

KNOWLEDGE EVIDENCE	<p>Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:</p> <ul style="list-style-type: none"> ■ data analysis ■ forecasting and planning ■ scenario planning ■ strategic thinking and analysis ■ organisational business planning cycle and processes ■ organisational goals, policies and procedures related to workforce planning and analysis ■ standard and content requirements of workforce analysis and planning reports ■ jurisdictional legislation applying to human resources, including freedom of information, privacy, confidentiality, occupational health and safety, and environment and sustainability practices.
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ASSESSMENT CONDITIONS	<p>Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions.</p> <p>Simulated assessment environments must simulate the real-life working environment where the skills and knowledge within this unit would be utilised, with all the relevant equipment and resources of that working environment.</p> <p>Assessment must ensure access to:</p> <ul style="list-style-type: none">■ legislation, policies and procedures■ workforce data for analysis■ workforce planning guidelines. <p>Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.</p>
LINKS	Companion Volume Implementation Guide