

UNIT CODE	PSPMGT002
UNIT TITLE	Facilitate people management
APPLICATION	<p>This unit describes the performance outcomes, skills and knowledge required to implement people management strategies, plans and processes within a business unit in cooperation with specialist human resources personnel.</p> <p>This unit applies to those working in management roles with personnel directly reporting to them. Those undertaking this unit would work autonomously, supervising others, 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	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. Undertake human resource planning	<p>1.1 Translate the organisational strategy into performance goals and objectives for people management.</p> <p>1.2 Review and determine human resource needs in accordance with organisational short and long term needs, the anticipated business unit needs and the allocated budget.</p> <p>1.3 Compare existing competencies of staff with the needs of the business unit and develop plans to address gaps.</p> <p>1.4 Develop alternatives to staffing levels which address key requirements of the human resource plan.</p> <p>1.5 Recruit, select and nominate staff in accordance with business needs.</p>

2. Manage performance of individuals	<p>2.1 Link performance management criteria to business unit objectives.</p> <p>2.2 Identify strategic and operational goals in relation to the performance management system in consultation with staff.</p> <p>2.3 Confirm performance requirements with staff and apply performance management processes in accordance with the performance management system.</p> <p>2.4 Implement equitable performance management processes.</p> <p>2.5 Conduct performance management according to organisational policies procedures and relevant timelines.</p> <p>2.6 Identify and respond to performance issues to maximise the effectiveness of workplace performance.</p> <p>2.7 Motivate staff to improve their work performance through regular feedback, reflecting and acting on workplace experiences, coaching and mentoring arrangements, or through organisational reward and recognition strategies.</p> <p>2.8 Develop performance improvement and development plans according to organisational policies.</p> <p>2.9 Monitor and respond to performance below agreed standards according to organisational policies.</p> <p>2.10 Reinforce outstanding performance through recognition and continuous feedback.</p>
3. Manage learning and development	<p>3.1 Develop performance improvement strategies that identify current learning needs and anticipate future requirements.</p> <p>3.2 Address areas identified for improvement through selection and implementation of learning and development strategies to suit a diverse workforce.</p> <p>3.3 Promote information about learning and development activities to staff.</p>
4. Manage grievance procedures	<p>4.1 Manage grievances and complaints in a manner which optimises the likelihood of a positive outcome.</p> <p>4.2 Document and communicate individuals' rights and obligations under industrial awards, agreements and legislation in a clear and concise manner.</p> <p>4.3 Conduct meetings and interviews according to organisation procedures.</p>
5. Counsel employees	<p>5.1 Offer counselling to support employees in relation to work, personal difficulties, and career aspirations.</p> <p>5.2 Apply techniques and counselling styles that are appropriate to the situation.</p> <p>5.3 Use effective communication skills to formulate responses to employees.</p> <p>5.4 Refer to appropriate support professionals and agencies to facilitate employee performance and well-being.</p> <p>5.5 Document outcomes and maintain employee confidentiality.</p>

FOUNDATION SKILLS

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

Oral communication skills to:	<ul style="list-style-type: none"> ■ use language and structure appropriate to context and audience to explain expected standards of performance, provide feedback and coach staff ■ facilitate learning, coaching and mentoring ■ negotiate and counsel.
Writing skills to:	<ul style="list-style-type: none"> ■ prepare written advice and reports requiring reasoning and precision of expression.
Self-management skills to:	<ul style="list-style-type: none"> ■ apply legal and regulatory responsibilities related to own work and the organisation as a whole ■ adhere to organisational policies and procedures.
UNIT MAPPING INFORMATION	Release 1: This unit supersedes and is not equivalent to PSPMGT002 Facilitate people management.
LINKS	Companion Volume Implementation Guide

TITLE	Assessment Requirements for PSPMGT002 Facilitate people management
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"> ■ describe at least one practical example of the relationship between effective human resource functions and the attainment of business unit objectives and ■ assess at least one example of managing the performance of an individual including: <ul style="list-style-type: none"> ○ record keeping ○ responses to the performance ○ follow-up actions ○ outcomes ■ the applicable policy and procedure framework.

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"> ■ performance management processes ■ recruitment, selection and induction procedures ■ training and development strategies ■ principles of adult learning ■ facilitation techniques ■ development needs analysis techniques ■ grievance procedures and strategies ■ counselling techniques ■ employee assistance or support services ■ organisational goals, policies and procedures ■ the concept of diversity and its integration within and across all human resource and management functions and areas ■ the organisation's career and human resource development strategies, programs and plans ■ jurisdictional legislation applicable to management and human resource management functions.
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"> ■ people management procedures, protocols and guidelines ■ an applicable performance management system ■ legislation relating to people management in the public sector. <p>Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.</p>
LINKS	Companion Volume Implementation Guide