



Course outline

*BSB41015 Certificate IV in
Human Resources*

*BSB50618 Diploma of Human
Resources Management*

*BSB60915 Advanced Diploma
of Management (Human
Resources)*



Welcome to Australian Pacific College and to your Human Resources course. We hope you enjoy your time at Australian Pacific College and that you find the course a useful program for your professional development in the field of Human Resources. In this booklet you will find information about our Human Resources courses – Certificate IV in Human Resources, Diploma of Human Resources Management and Advanced Diploma of Management (Human Resources).

Certificate IV in Human Resources

Aim

This qualification aims to prepare students to work in support roles in human resources management.

Job Roles

This qualification reflects the role of individuals who work in a range of support positions in human resources management. In smaller companies they may work across all human resources functional areas and in larger companies they may be assigned responsibilities in units or business areas focussed on discrete human resources functions, such as remuneration, workforce planning or human resources information systems. Job roles suited for this qualification include:

- Human Resources Assistant
- Human Resources Officer
- Payroll Officer.
- Human Resources Administrator
- Human Resources Coordinator

Duration

The expected duration for the Certificate IV in Human Resources will be four nine week terms but may vary depending on delivery method chosen.

Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 11 or equivalent.

Materials

The workbooks for this course are available from Student Services. During the course, your teacher will regularly make use of these workbooks, but will also make use of other materials when it is necessary. You should bring your workbook, a notebook and pens to class every day.

Also, if you are doing an assignment, you should bring any material for this to your classes as well.

Course Structure

You will study 8 subjects in the Certificate IV in Human Resources. These subjects are listed below.

TERM	SUBJECT	UNITS OF COMPETENCY
1	Presentation Skills	BSBCMM401 Make a presentation
1	Basic documents	BSBWRT301 Write simple documents
1	Risk Management	BSBRK401 Identify risk and apply management processes
2	Complex documents	BSBWRT401 Write complex documents
2	Workplace relationships	BSBLDR402 Lead effective workplace relationships
2	HR Functions	BSBHRM404 Review human resources functions
3	Manage WHS Operations	BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements
3	Industrial Relations Procedures	BSBWRK411 Support employee and industrial relations procedures
3	Staff Recruitment	BSBHRM405 Support the recruitment, selection and induction of staff
4	Performance Management	BSBHRM403 Support performance-management processes

Assessment Performance Criteria

You will be assessed according to the following criteria. Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBCMM401 Make a presentation	1 Prepare a presentation	1.1 Plan and document presentation approach and intended outcomes 1.2 Choose presentation strategies, format and delivery methods that match the characteristics of the target audience, location, resources and personnel needed 1.3 Select presentation aids, materials and techniques that suit the format and purpose of the presentation, and will enhance audience understanding of key concepts and central ideas 1.4 Brief others involved in the presentation on their roles/responsibilities within the presentation 1.5 Select techniques to evaluate presentation effectiveness
	2 Deliver a presentation	2.1 Explain and discuss desired outcomes of the presentation with the target audience 2.2 Use presentation aids, materials and examples to support target audience understanding of key concepts and central ideas 2.3 Monitor non-verbal and verbal communication of participants to promote attainment of presentation outcomes 2.4 Use persuasive communication techniques to secure audience interest 2.5 Provide opportunities for participants to seek clarification on central ideas and concepts, and adjust the presentation to meet participant needs and preferences 2.6 Summarise key concepts and ideas at strategic points to facilitate participant understanding
	3 Review the presentation	3.1 Implement techniques to review the effectiveness of the presentation 3.2 Seek and discuss reactions to the presentation from participants or from key personnel involved in the presentation 3.3 Utilise feedback from the audience or from key personnel involved in the presentation to make changes to central ideas presented
BSBWRT301 Write simple documents	1 Plan document	1.1 Determine audience and purpose for the document 1.2 Determine the format and structure 1.3 Establish key points for inclusion 1.4 Identify organisational requirements 1.5 Establish method of communication 1.6 Establish means of communication
	2 Draft document	2.1 Develop draft document to communicate key points 2.2 Obtain and include any additional information that is required
	3 Review document	3.1 Check draft for suitability of tone for audience, purpose, format and communication style 3.2 Check draft for readability, grammar, spelling, and sentence and paragraph construction 3.3 Check draft for sequencing and structure 3.4 Check draft to ensure it meets organisational requirements 3.5 Ensure draft is proofread, where appropriate, by supervisor or colleague
	4 Write final document	4.1 Make and proofread necessary changes 4.2 Ensure document is sent to intended recipient 4.3 File copy of document in accordance with organisational policies and procedures

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBWRT401 Write complex documents	1 Plan documents	1.1 Determine the purposes of documents 1.2 Choose appropriate formats for documents 1.3 Establish means of communication 1.4 Determine requirements of documents 1.5 Determine categories and logical sequences of data, information and knowledge to achieve document objectives 1.6 Develop overview of structure and content of documents
	2 Draft text	2.1 Review and organise available data, information and knowledge according to proposed structure and content 2.2 Ensure data, information and knowledge is aggregated, interpreted and summarised to prepare text that satisfies document purposes and objectives 2.3 Include graphics as appropriate 2.4 Identify gaps in required data and information, and collect additional material from relevant enterprise personnel 2.5 Draft text according to document requirements and genre 2.6 Use language appropriate to the audience
	3 Prepare final text	3.1 Review draft text to ensure document objectives are achieved and requirements are met 3.2 Check grammar, spelling and style for accuracy and punctuation 3.3 Ensure draft text is approved by relevant enterprise personnel 3.4 Incorporate revisions in final copy
	4 Produce document	4.1 Choose basic design elements for documents appropriate to audience and purpose 4.2 Use word processing software to apply basic design elements to text 4.3 Check documents to ensure all requirements are met
BSBLDR402 Lead effective workplace relationships	1. Collect, analyse and communicate information and ideas	1.1 Collect relevant information from appropriate sources and analyse and share with the work team to improve work performance 1.2 Communicate ideas and information in a manner which is appropriate and sensitive to the cultural and social diversity of the audience and any specific needs 1.3 Lead consultation processes to encourage employees to contribute to issues related to their work, and promptly relay feedback to the work team in regard to outcomes 1.4 Seek and value contributions from internal and external sources in developing and refining new ideas and approaches 1.5 Implement processes to ensure that issues raised are resolved promptly or referred to relevant personnel as required
	2. Develop trust and confidence as leader	2.1 Treat all internal and external contacts with integrity, respect and empathy 2.2 Use the organisation's social, ethical and business standards to develop and maintain effective relationships 2.3 Gain and maintain the trust and confidence of colleagues, customers and suppliers through competent performance 2.4 Adjust interpersonal styles and methods to meet organisation's social and cultural environment 2.5 Lead and encourage other members of the work team to follow examples set according to organisation's policies and procedures
	3. Develop and maintain networks and relationships	3.1 Use networks to identify and build relationships 3.2 Use networks and other work relationships to provide identifiable benefits for the team and organisation
	4. Manage difficulties into positive outcomes	4.1 Identify and analyse difficulties and take action to rectify the situation within the requirements of the organisation and relevant legislation 4.2 Guide and support colleagues to resolve work difficulties 4.3 Regularly review and improve workplace outcomes in consultation with relevant personnel 4.4 Manage poor work performance within the organisation's processes 4.5 Manage conflict constructively within the organisation's processes
BSBHRM404 Review human resources functions	1 Research human resources functions	1.1 Review business strategy and human resource strategy, clarify human resource issues for review, and document scope of review 1.2 Identify local, state or territory, national and international human resource networks for human resource professionals 1.3 Identify information sources for human resource data and information 1.4 Select a research strategy suitable to the topic and consult with relevant personnel 1.5 Undertake research and review research findings
	2 Review policy and procedures frameworks	2.1 Locate policies and procedures relevant to the organisation 2.2 Analyse strengths and weaknesses of policies and procedures 2.3 Consider legislation, regulations and standards that apply to the policies and procedures and the organisation 2.4 Identify sustainability issues that relate to human resource functions
	3 Apply ethical framework	3.1 Review ethical requirements associated with the human resource function under review 3.2 Consider ethical obligations of human resource personnel working in the area under review 3.3 Document behaviours associated with working ethically in the area under review
	4 Analyse human resource metrics	4.1 Select appropriate technology to gather workforce data and information to review human resource functions 4.2 Identify sources of workforce data 4.3 Collate and analyse data and establish key trends and critical information
	5 Report research outcomes	5.1 Identify options for change suited to the organisation's culture, and any possible change barriers 5.2 Collate, analyse and document key findings of the review 5.3 Write report on outcomes of research 5.4 Develop recommendations for change

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBWRK411 Support employee and industrial relations procedures	1. Communicate and implement organisation's industrial relations policies and procedures	1.1 Source and disseminate relevant legislation, agreements, policies and procedures to relevant persons and groups 1.2 Implement agreements, policies and procedures according to site, enterprise and statutory requirements 1.3 Support strategies to effectively communicate with relevant persons and groups on industrial relations matters 1.4 Promote the organisation's industrial relations procedures to relevant persons and groups 1.5 Represent the organisation appropriately in discussions with key stakeholders
	2. Assist in minimising industrial relations conflict	2.1 Monitor the implementation of industrial relations policies and procedures 2.2 Process documentation and report to management and other relevant parties about potential industrial relations conflicts 2.3 Support managers to contain industrial relations conflicts and deal with grievances and disputes, within limits of own authority 2.4 Work with employees to resolve personal grievances and prevent escalation of industrial relations conflicts 2.5 Work under supervision to source specialist industrial relations expertise
	3. Enhance industrial relations	3.1 Trial and implement strategies to monitor the implementation of the organisation's industrial relations policies and procedures 3.2 Implement strategies to facilitate feedback on the industrial climate 3.3 Implement strategies to strengthen relationships with relevant persons and groups 3.4 Provide information and feedback to management on industrial relations 3.5 Provide information and advice to relevant persons and groups
BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements	1. Provide information to the work team about WHS policies and procedures	1.1 Accurately explain to the work team relevant provisions of WHS Acts, regulations and codes of practice 1.2 Provide information about the organisation's WHS policies, procedures and programs, and ensure it is readily accessible to, and understandable by the work team 1.3 Regularly provide and clearly explain to the work team information about identified hazards and the outcomes of risk assessment and control
	2. Implement and monitor participation arrangements for managing WHS	2.1 Communicate to workplace parties the importance of effective consultation mechanisms in managing health and safety risks in the workplace 2.2 Apply consultation procedures to facilitate participation of the work team in managing work area hazards 2.3 Promptly deal with issues raised through consultation, according to organisational consultation procedures and WHS legislative and regulatory requirements 2.4 Promptly record and communicate to the work team the outcomes of consultation over WHS issues
	3. Implement and monitor organisational procedures for providing WHS training	3.1 Identify WHS training needs according to organisational requirements and WHS legislative and regulatory requirements 3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant individuals 3.3 Provide workplace learning opportunities and coaching and mentoring assistance to facilitate team and individual achievement of identified WHS training needs 3.4 Identify and report to management the costs associated with providing training for work team, for inclusion in financial and management plans
	4. Implement and monitor organisational procedures and legal requirements for identifying hazards and assessing and controlling risks	4.1 Identify and report on hazards in work area according to WHS policies and procedures and WHS legislative and regulatory requirements 4.2 Promptly action team member hazard reports according to organisational procedures and WHS legislative and regulatory requirements 4.3 Implement procedures to control risks using the hierarchy of control, according to organisational and WHS legislative requirements 4.4 Identify and report inadequacies in existing risk controls according to hierarchy of control and WHS legislative requirements 4.5 Monitor outcomes of reports on inadequacies, where appropriate, to ensure a prompt organisational response
	5. Implement and monitor organisational procedures for maintaining WHS records for the team	5.1 Accurately complete and maintain WHS records of incidents of occupational injury and disease in work area, according to WHS policies, procedures and legislative requirements 5.2 Use aggregate information and data from work area records to identify hazards and monitor risk control procedures in work area
BSBHRM403 Support performance-management processes	1 Review performance management infrastructure	1.1 Ensure all positions have current position descriptions specifying key requirements of the role 1.2 Assist in reviewing the performance management system to ensure it aligns with the strategic direction of the organisation 1.3 Ensure managers have provided reports of performance indicators consistent with the position description requirements 1.4 Check performance appraisal meetings are held in line with organisational timeframes, that correct documentation has been completed, and necessary parties have recorded agreement 1.5 Check appropriate organisational procedures have been followed for acknowledging good performance and addressing under-performance 1.6 Provide advice and support where there is dissension about performance appraisal outcomes
	2 Promote performance management system	2.1 Clarify goals and methods of the performance-management system to employees 2.2 Promote the performance management system to stakeholders 2.3 Arrange or deliver training or instruction on using the performance management system 2.4 Encourage ongoing and regular feedback on personnel performance as well as formal performance appraisals

UNIT	ELEMENT	PERFORMANCE CRITERIA
	3 Recommend improvements to performance management system in response to collated data	<p>3.1 Review performance management documentation to establish trends or problem areas requiring attention</p> <p>3.2 Review patterns in skill or performance gaps and consider requirements and options for performance development</p> <p>3.3 Assist in revising policies and procedures where necessary</p> <p>3.4 Suggest improvements to the performance management system</p>
BSBFIA402 Report on financial activity	1 Compile financial information and data	<p>1.1 Collect, evaluate and code current financial data to ensure consistency, quality and accuracy in accordance with organisational requirements</p> <p>1.2 Use conversion and consolidation procedures to compile analysis in accordance with organisational requirements</p> <p>1.3 Make, record and disclose asset and liability valuations in accordance with organisational requirements</p> <p>1.4 Ensure that discrepancies, unusual features or queries are identified, resolved or referred to the appropriate authority</p>
	2 Prepare statutory requirement reports	<p>2.1 Correctly record income and expenditure to ensure compliance with statutory requirements</p> <p>2.2 Calculate liabilities for tax in accordance with current legislation and revenue gathering practices</p> <p>2.3 Correctly identify relevant receipts, revenue documentation and payments</p> <p>2.4 Ensure that statements and claims take full advantage of available benefits and allowances in accordance with statutory requirements</p> <p>2.5 Submit statutory requirement reports to appropriate authorities within stated deadlines</p>
	3 Provide financial business recommendations	<p>3.1 Ensure that recommendations are logically derived and supported by evidence in report</p> <p>3.2 Provide recommendations to propose constructive actions to enhance the effectiveness and efficacy of functions and services</p> <p>3.3 Ensure recommendations are concise and facilitate direction and control of organisation's operations</p> <p>3.4 Identify and prioritise significant issues in statements including comparative financial performances for review and decision making</p> <p>3.5 Ensure structure and format of reports are clear and conform to organisational and statutory requirements</p>
BSBHRM405 Support the recruitment, selection and induction of staff	1 Plan for recruitment	<p>1.1 Obtain approval to fill position, clarify time lines and requirement for appointment</p> <p>1.2 Assist in preparing job descriptions that accurately reflect the role requirements, according to organisational policies and procedures, legislation, codes, national standards and work health and safety (WHS) considerations</p> <p>1.3 Consult with relevant personnel about job descriptions and workforce strategy</p> <p>1.4 Assist in ensuring that job descriptions comply with legislative requirements and reflect the organisation's requirements for a diverse workforce</p> <p>1.5 Obtain approvals to advertise position</p>
	2 Plan for selection	<p>2.1 Choose appropriate channels and technology to advertise vacancies and/or identify potential talent pool</p> <p>2.2 Advertise vacancies for staffing requirements according to organisational policies and procedures</p> <p>2.3 Consult with relevant personnel to convene selection panel and develop interview questions</p> <p>2.4 Assist in ensuring that interview questions comply with legislative requirements</p> <p>2.5 Assist in short-listing applicants</p> <p>2.6 Schedule interviews and advise relevant people of times, dates and venues</p>
	3 Support selection process	<p>3.1 Participate in interview process and assess candidates against agreed selection criteria</p> <p>3.2 Discuss assessment with other selection panel members</p> <p>3.3 Correct biases and deviations from agreed procedures and negotiate for preferred candidate</p> <p>3.4 Contact referees for referee reports</p> <p>3.5 Prepare selection report and make recommendations to senior personnel for appointment</p> <p>3.6 Advise unsuccessful candidates of outcomes and respond to any queries</p> <p>3.7 Secure preferred candidate's agreement</p> <p>3.8 Complete necessary documentation according to organisational procedures, observing confidentiality and privacy requirements</p>
	4 Induct successful candidate	<p>4.1 Provide successful candidate with employment contract and other documentation</p> <p>4.2 Advise manager and work team of new appointment</p> <p>4.3 Advise managers and staff of candidate's starting date and make necessary administrative arrangements for pay and employee record keeping</p> <p>4.4 Arrange successful candidate's induction according to organisational policy</p>
BSBRSK401 Identify risk and apply management processes	1. Identify risks	<p>1.1 Identify the context for risk management</p> <p>1.2 Identify risks using tools, ensuring all reasonable steps have been taken to identify all risks</p> <p>1.3 Document identified risks in accordance with relevant policies, procedures, legislation and standards</p>
	2. Analyse and evaluate risks	<p>2.1 Analyse and document risks in consultation with relevant stakeholders</p> <p>2.2 Undertake risk categorisation and determine level of risk</p> <p>2.3 Document analysis processes and outcomes</p>
	3. Treat risks	<p>3.1 Determine appropriate control measures for risks and assess for strengths and weaknesses</p> <p>3.2 Identify control measures for all risks</p> <p>3.3 Refer risks relevant to whole of organisation or having an impact beyond own work responsibilities and area of operation to others as per established policies and procedures</p> <p>3.4 Choose and implement control measures for own area of operation and/or responsibilities</p> <p>3.5 Prepare and implement treatment plans</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
	4. Monitor and review effectiveness of risk treatment/s	4.1 Regularly review implemented treatment/s against measures of success 4.2 Use review results to improve the treatment of risks 4.3 Provide assistance to auditing risk in own area of operation 4.4 Monitor and review management of risk in own area of operation

Employability skills

Communication

- communicating with team members and management to ensure open communication channels and to clarify issues
- resolving conflict and disputes in the work team

Teamwork

- being a role model for other team members
- consulting and developing objectives with the work team

Problem solving

- developing risk management approaches
- developing techniques to address faults and inefficiencies

Initiative and enterprise

- identifying and developing opportunities for improved work practices

Planning and organising

- monitoring and adjusting operational performance by producing short-term plans, planning and acquiring resources and reporting on performance
- preparing work plans and budgets

Self-management

- actively seeking feedback on own performance from clients and colleagues
- prioritising tasks

Learning

- coaching and mentoring colleagues and team members to support the introduction of change

Technology

- using business technology such as computer programs and telecommunications to collect and manage information

Diploma of Human Resources Management

Aim

This qualification aims to prepare students to work in supervisory roles in human resources management.

Job Roles

This qualification reflects the role of individuals working in a variety of roles within the human resources sector who have a sound theoretical knowledge base in human resources management and demonstrate a range of managerial skills to ensure that human resources functions are effectively conducted in an organisation or business area.

Typically they would have responsibility for the work of other staff. Job titles may include

- Human Resources Manager
- Human Resources Change Manager
- Human Resources Consultant
- Human Resources Manager

Duration

The expected duration for the Diploma of Human Resources Management will be two nine week terms but may vary depending on delivery method chosen.

Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 11 or equivalent.

Materials

The workbooks for this course are available from Student Services. During the course, your teacher will regularly make use of these workbooks, but will also make use of other materials when it is necessary. You should bring your workbook, a notebook and pens to class every day.

Also, if you are doing an assignment, you should bring any material for this to your classes as well.

Course Structure

You will study 8 subjects in the Diploma of Human Resources Management. These subjects are listed below.

TERM	SUBJECT	UNITS OF COMPETENCY
1	Priorities and PD	BSBWOR501 Manage personal work priorities and professional development
1	HR Services	BSBHRM501 Manage human resources services BSBHRM506 Manage recruitment selection and induction processes
1	Workforce Planning	BSBHRM513 Manage workforce planning
2	Performance Management	BSBMGT502 Manage people performance BSBHRM512 Develop and manage performance-management processes
2	Employee Relations	BSBWRK520 Manage employee relations
2	WHS and Risk Management	BSBRSK501 Manage risk BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements

Assessment Performance Criteria

You will be assessed according to the following criteria. Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBWOR501 Manage personal work priorities and professional development	1. Establish personal work goals	1.1 Serve as a positive role model in the workplace through personal work planning 1.2 Ensure personal work goals, plans and activities reflect the organisation's plans, and own responsibilities and accountabilities 1.3 Measure and maintain personal performance in varying work conditions, work contexts and when contingencies occur
	2. Set and meet own work priorities	2.1 Take initiative to prioritise and facilitate competing demands to achieve personal, team and organisational goals and objectives 2.2 Use technology efficiently and effectively to manage work priorities and commitments 2.3 Maintain appropriate work-life balance, and ensure stress is effectively managed and health is attended to
	3. Develop and maintain professional competence	3.1 Assess personal knowledge and skills against competency standards to determine development needs, priorities and plans 3.2 Seek feedback from employees, clients and colleagues and use this feedback to identify and develop ways to improve competence 3.3 Identify, evaluate, select and use development opportunities suitable to personal learning style/s to develop competence 3.4 Participate in networks to enhance personal knowledge, skills and work relationships 3.5 Identify and develop new skills to achieve and maintain a competitive edge
BSBHRM501 Manage human resources services	1 Determine strategies for delivery of human resource services	1.1 Analyse business strategy and operational plans to determine human resource requirements 1.2 Review external business environment and likely impact on organisation's human resource requirements 1.3 Consult line and senior managers to identify human resource needs in their areas 1.4 Review organisation's requirements for diversity in the workforce 1.5 Develop options for delivery of human resource services that comply with legislative requirements, organisational policies and business goals 1.6 Develop and agree on strategies and action plans for delivery of human resource services 1.7 Agree and document roles and responsibilities of human resource team, line managers, and external contractors
	2 Manage the delivery of human resource services	2.1 Develop and communicate information about human resource strategies and services to internal and external stakeholders 2.2 Develop and negotiate service agreements between the human resource team, service providers and client groups 2.3 Document and communicate service specifications, performance standards and timeframes 2.4 Identify and arrange training support if required 2.5 Agree on, and arrange monitoring of quality assurance processes 2.6 Ensure that services are delivered by appropriate providers, according to service agreements and operational plans 2.7 Identify and rectify underperformance of human resource team or service providers 2.8 Identify appropriate return on investment of providing human resource services

UNIT	ELEMENT	PERFORMANCE CRITERIA
	3 Evaluate human resource service delivery	<p>3.1 Establish systems for gathering and storing information needed to provide human resource services</p> <p>3.2 Survey clients to determine level of satisfaction</p> <p>3.3 Capture ongoing client feedback for the review processes</p> <p>3.4 Analyse feedback and surveys and recommend changes to service delivery</p> <p>3.5 Obtain approvals to variations in service delivery from appropriate managers</p> <p>3.6 Support agreed change processes across the organisation</p>
	4 Manage integration of business ethics in human resource practices	<p>4.1 Ensure personal behaviour is consistently ethical and reflects values of the organisation</p> <p>4.2 Ensure code of conduct is observed across the organisation, and its expectations are incorporated in human resource policies and practices</p> <p>4.3 Observe confidentiality requirements in dealing with all human resource information</p> <p>4.4 Deal promptly with unethical behaviour</p> <p>4.5 Ensure all persons responsible for human resource functions understand requirements regarding their ethical behaviour</p>
BSBHRM506 Manage recruitment selection and induction processes	1 Develop recruitment, selection and induction policies and procedures	<p>1.1 Analyse strategic and operational plans and policies to identify relevant policies and objectives</p> <p>1.2 Develop recruitment, selection and induction policies and procedures and supporting documents</p> <p>1.3 Review options for technology to improve efficiency and effectiveness of recruitment and selection process</p> <p>1.4 Obtain support for policies and procedures from senior managers</p> <p>1.5 Trial forms and documents supporting policies and procedures and make necessary adjustments</p> <p>1.6 Communicate policies and procedures to relevant staff and provide training if required</p>
	2 Recruit and select staff	<p>2.1 Determine future human resource needs in collaboration with relevant managers and sections</p> <p>2.2 Ensure current position descriptors and person specifications for vacancies are used by managers and others involved in recruitment, selection and induction processes</p> <p>2.3 Provide access to training and other forms of support to all persons involved in recruitment and selection process</p> <p>2.4 Ensure advertising of vacant positions complies with organisational policy and legal requirements</p> <p>2.5 Utilise specialists where necessary</p> <p>2.6 Ensure selection procedures are in accordance with organisational policy and legal requirements</p> <p>2.7 Ensure processes for advising applicants of selection outcome are followed</p> <p>2.8 Ensure job offers and contracts of employment are executed promptly, and new appointments are provided with advice about salary, terms and conditions</p>
	3 Manage staff induction	<p>3.1 Provide access to training and ongoing support for all persons engaged in staff induction</p> <p>3.2 Check induction processes are followed across the organisation</p> <p>3.3 Oversee management of probationary employees and provide them with feedback until their employment is confirmed or terminated</p> <p>3.4 Obtain feedback from participants and relevant managers on extent induction process is meeting its objectives</p> <p>3.5 Make refinements to induction policies and procedures</p>
BSBHRM513 Manage workforce planning	1 Research workforce requirements	<p>1.1 Review current data on staff turnover and demographics</p> <p>1.2 Assess factors that may affect workforce supply</p> <p>1.3 Establish the organisation's requirements for a skilled and diverse workforce</p>
	2 Develop workforce objectives and strategies	<p>2.1 Review organisational strategy and establish aligned objectives for modification or retention of the workforce</p> <p>2.2 Consider strategies to address unacceptable staff turnover, if required</p> <p>2.3 Define objectives to retain required skilled labour</p> <p>2.4 Define objectives for workforce diversity and cross-cultural management</p> <p>2.5 Define strategies to source skilled labour</p> <p>2.6 Communicate objectives and rationale to relevant stakeholders</p> <p>2.7 Obtain agreement and endorsement for objectives and establish targets</p> <p>2.8 Develop contingency plans to cope with extreme situations</p>
	3 Implement initiatives to support workforce planning objectives	<p>3.1 Implement action to support agreed objectives for recruitment, training, redeployment and redundancy</p> <p>3.2 Develop and implement strategies to assist workforce to deal with organisational change</p> <p>3.3 Develop and implement strategies to assist in meeting the organisation's workforce diversity goals</p> <p>3.4 Implement succession planning system to ensure desirable workers are developed and retained</p> <p>3.5 Implement programs to ensure workplace is an employer of choice</p>
	4 Monitor and evaluate workforce trends	<p>4.1 Review workforce plan against patterns in exiting employee and workforce changes</p> <p>4.2 Monitor labour supply trends for areas of over- or under-supply in the external environment</p> <p>4.3 Monitor effects of labour trends on demand for labour</p> <p>4.4 Survey organisational climate to gauge worker satisfaction</p> <p>4.5 Refine objectives and strategies in response to internal and external changes and make recommendations in response to global trends and incidents</p> <p>4.6 Regularly review government policy on labour demand and supply</p> <p>4.7 Evaluate effectiveness of change processes against agreed objectives</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBHRM512 Develop and manage performance-management processes	1 Develop integrated performance-management processes	<p>1.1 Analyse organisational strategic and operational plans to identify relevant policies and objectives to be addressed in integrated performance-management processes</p> <p>1.2 Develop objectives for performance-management processes to support organisational strategy and goals and to build organisational capability</p> <p>1.3 Design methods and processes for line managers to develop key performance indicators for those reporting to them</p> <p>1.4 Develop organisational timeframes and processes for formal performance-management sessions</p> <p>1.5 Ensure performance-management processes are flexible enough to cover the range of the organisation's employment situations</p> <p>1.6 Consult with key stakeholders about the processes and agree on process features</p> <p>1.7 Gain support for implementation of the performance-management processes</p>
	2 Facilitate the implementation of performance-management processes	<p>2.1 Train relevant groups and individuals to monitor performance, identify performance gaps, provide feedback and manage talent</p> <p>2.2 Work with line managers to ensure that performance is monitored regularly and that intervention occurs as required and complies with organisational policies and legal requirements</p> <p>2.3 Support line managers to counsel and discipline employees who continually perform below standard</p> <p>2.4 Articulate dispute resolution processes where necessary, mediating between line managers and employees</p> <p>2.5 Provide support to terminate employees who fail to respond to interventions according to organisational protocols and legislative requirements</p> <p>2.6 Ensure recorded outcomes of performance-management sessions are accessible and stored securely, according to organisational policy</p> <p>2.7 Regularly evaluate and improve all aspects of performance-management processes in keeping with organisational objectives and policies</p>
	3 Coordinate individual or group learning and development	<p>3.1 Design and develop learning and development plans and strategies to encourage effective employee performance</p> <p>3.2 Deliver learning and development plans according to agreed timeframes, ensuring achievement of specified outcomes</p> <p>3.3 Contract appropriate providers for performance development, as identified by plans and according to organisational policy</p> <p>3.4 Monitor learning and development activities to ensure compliance with quality assurance standards</p> <p>3.5 Negotiate remedial action with providers, where necessary</p> <p>3.6 Generate reports to advise appropriate managers on progress and success rates of activities</p>
BSBWRK520 Manage employee relations	1. Develop employee and industrial relations policies and plans	<p>1.1 Analyse strategic plans and operational plans to determine long term employee relations in accordance with organisational objectives</p> <p>1.2 Analyse existing employee relations performance in relation to workforce objectives</p> <p>1.3 Evaluate options in terms of cost-benefit, risk-analysis and current legislative requirements</p> <p>1.4 Work with relevant internal stakeholders to develop industrial relations policies and plans</p> <p>1.5 Identify the skills and knowledge needed by management and the workforce to effectively implement these strategies and policies</p>
	2. Implement employee relations policies and plans	<p>2.1 Develop an implementation plan and a contingency plan for the employee relations policies and strategies</p> <p>2.2 Make arrangements for training and development for identified needs to support the employee relations plan</p> <p>2.3 Undertake associated employee relations activities to reach agreement on changes required by the organisational policies or implementation plan</p> <p>2.4 Document procedures for addressing grievances and conflict</p> <p>2.5 Identify and communicate key procedures for addressing grievances and conflict to stakeholders</p> <p>2.6 Review employee relations policies and plans to establish whether they are meeting their intended outcomes</p>
	3. Manage negotiations to resolve conflict	<p>3.1 Develop and deliver training to individuals in conflict-management techniques and procedures</p> <p>3.2 Identify, and where possible alleviate or eliminate, sources of conflict or grievance according to legal requirements</p> <p>3.3 Evaluate documentation and other information sources to clarify issues in dispute and ensure completeness, balance and relevance</p> <p>3.4 Obtain expert or specialist advice and/or refer to precedents, if required</p> <p>3.5 Determine desired negotiation outcomes, negotiation strategy and negotiation timeframes</p> <p>3.6 Advocate the organisation's position in negotiation with the view to reaching a resolution that aligns to organisational objectives</p> <p>3.7 Document, and if necessary certify, the agreed outcomes with the relevant jurisdiction</p> <p>3.8 Take remedial action where groups or individuals fail to abide by agreements</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBRSK501 Manage risk	1. Establish risk context	1.1 Review organisational processes, procedures and requirements for undertaking risk management in accordance with current risk management standards 1.2 Determine scope for risk management process 1.3 Identify internal and external stakeholders and their issues 1.4 Review political, economic, social, legal, technological and policy context 1.5 Review strengths and weaknesses of existing arrangements 1.6 Document critical success factors, goals or objectives for area included in scope 1.7 Obtain support for risk management activities 1.8 Communicate with relevant parties about the risk management process and invite participation
	2. Identify risks	2.1 Invite relevant parties to assist in the identification of risks 2.2 Research risks that may apply to scope 2.3 Use tools and techniques to generate a list of risks that apply to the scope, in consultation with relevant parties
	3. Analyse risks	3.1 Assess likelihood of risks occurring 3.2 Assess impact or consequence if risks occur 3.3 Evaluate and prioritise risks for treatment
	4. Select and implement treatments	4.1 Determine and select most appropriate options for treating risks 4.2 Develop an action plan for implementing risk treatment 4.3 Communicate risk management processes to relevant parties 4.4 Ensure all documentation is in order and appropriately stored 4.5 Implement and monitor action plan 4.6 Evaluate risk management process
BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements	1. Provide information to the work team about WHS policies and procedures	1.1 Accurately explain to the work team relevant provisions of WHS Acts, regulations and codes of practice 1.2 Provide information about the organisation's WHS policies, procedures and programs, and ensure it is readily accessible to, and understandable by the work team 1.3 Regularly provide and clearly explain to the work team information about identified hazards and the outcomes of risk assessment and control
	2. Implement and monitor participation arrangements for managing WHS	2.1 Communicate to workplace parties the importance of effective consultation mechanisms in managing health and safety risks in the workplace 2.2 Apply consultation procedures to facilitate participation of the work team in managing work area hazards 2.3 Promptly deal with issues raised through consultation, according to organisational consultation procedures and WHS legislative and regulatory requirements 2.4 Promptly record and communicate to the work team the outcomes of consultation over WHS issues
	3. Implement and monitor organisational procedures for providing WHS training	3.1 Identify WHS training needs according to organisational requirements and WHS legislative and regulatory requirements 3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant individuals 3.3 Provide workplace learning opportunities and coaching and mentoring assistance to facilitate team and individual achievement of identified WHS training needs 3.4 Identify and report to management the costs associated with providing training for work team, for inclusion in financial and management plans
	4. Implement and monitor organisational procedures and legal requirements for identifying hazards and assessing and controlling risks	4.1 Identify and report on hazards in work area according to WHS policies and procedures and WHS legislative and regulatory requirements 4.2 Promptly action team member hazard reports according to organisational procedures and WHS legislative and regulatory requirements 4.3 Implement procedures to control risks using the hierarchy of control, according to organisational and WHS legislative requirements 4.4 Identify and report inadequacies in existing risk controls according to hierarchy of control and WHS legislative requirements 4.5 Monitor outcomes of reports on inadequacies, where appropriate, to ensure a prompt organisational response
	5. Implement and monitor organisational procedures for maintaining WHS records for the team	5.1 Accurately complete and maintain WHS records of incidents of occupational injury and disease in work area, according to WHS policies, procedures and legislative requirements 5.2 Use aggregate information and data from work area records to identify hazards and monitor risk control procedures in work area

Employability skills

Communication

- consulting with internal and external stakeholders
- interviewing, counselling, negotiating and acting as an advocate for the organisation
- questioning to clarify and evaluate information
- writing in a range of styles to suit different audiences

Teamwork

- treating team members with integrity, respect and empathy
- working with others and clearly identifying the roles and responsibilities of the human resources team, line managers and external contractors

Problem-solving

- conducting cost-benefit analyses, determining salary packaging, and assessing and managing risk
- generating a range of options to resolve human resources issues
- identifying appropriate data-gathering techniques for training needs analyses
- managing organisational change and diversity

Initiative and enterprise

- being responsive to change and translating ideas into innovative solutions
- promoting flexible work practices and encouraging diversity

Planning and organising

- analysing strategic and operational plans in order to plan, deliver and evaluate the human resources service delivery or agreement
- collecting, collating and analysing information using appropriate workplace business systems

Self-management

- complying with legislative and statutory requirements
- planning own work, predicting consequences and identifying improvements
- presenting a professional image when representing the organisation

Learning

- supporting the implementation of learning and development initiatives as identified by performance review processes
- identifying and providing training support
- mentoring and coaching others

Technology

- selecting and using technology to record, track and retrieve information
- selecting appropriate human resources systems
- using electronic communication devices and processes, such as internet, intranet and email to produce written correspondence and reports
- using technology to facilitate change, assist the management of information, and assist the planning process

Advanced Diploma of Management (Human Resources)

Aim

This qualification aims to prepare students to work in support roles in human resources management.

Job Roles

This qualification reflects the role of individuals who provide leadership and strategic direction in the human resources activities of an organisation. They analyse, design and execute judgements using wide-ranging technical, creative, conceptual or managerial competencies. Their knowledge base may be highly specialised or broad within the human resources field. These individuals are often accountable for group outcomes and for the overall performance of the human resources function of an organisation. Possible job roles include

- human resources directors
- strategists
- national regional or global human resources managers.

Duration

The expected duration for the Advanced Diploma of Management (Human Resources) will be three nine week terms but may vary depending on delivery method chosen.

Entry Requirements

Current entry requirement for all students:

- Successful completion of Australian Year 11 or equivalent.

Materials

The workbooks for this course are available from Student Services. During the course, your teacher will regularly make use of these workbooks, but will also make use of other materials when it is necessary. You should bring your workbook, a notebook and pens to class every day.

Also, if you are doing an assignment, you should bring any material for this to your classes as well.

Course Structure

You will study 8 subjects in the Advanced Diploma of Management (Human Resources). These subjects are listed below.

TERM	SUBJECT	UNITS OF COMPETENCY
1	Diversity	BSBDIV601 Develop and implement diversity policy
1	HR Planning	BSBHRM602 Manage human resources strategic planning
1	Change Management	BSBINN601 Lead and manage organisational change
2	Leadership	BSBMGT605 Provide leadership across the organisation
2	Organisational Planning	BSBMGT615 Contribute to organisation development
2	Strategic Planning	BSBMGT616 Develop and implement strategic plans
3	Risk Management	BSBRSK501 Manage risk
3	Financial Planning	BSBFIM502 Manage budgets and financial plans

Assessment Performance Criteria

You will be assessed according to the following criteria. Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and performance criteria

UNIT	ELEMENT	PERFORMANCE CRITERIA
BSBDIV601 Develop and implement diversity policy	1 Research diversity	1.1 Analyse existing practices and information in relation to diversity 1.2 Identify potential benefits of diversity and analyse in relation to business objectives 1.3 Consult key stakeholders about their requirements for a diversity policy 1.4 Access diversity policies from similar organisations and review for relevance to own organisation
	2 Draft policy and plan for implementation	2.1 Draft diversity policy 2.2 Develop action plans for policy 2.3 Consult key stakeholders for feedback on draft policy and action plans 2.4 Determine relationships and links with other related policies 2.5 Revise policy for implementation
	3 Implement diversity policy	3.1 Explain and interpret policy to key stakeholders 3.2 Promote policy across the organisation through a range of communication channels 3.3 Identify intended and unintended impacts of policy implementation 3.4 Develop tools, benchmarks and other indicators for planning and measuring impact of policy implementation 3.5 Monitor business activities, team plans and staff performance to ensure diversity policy is effectively implemented
	4 Review diversity policy	4.1 Gather and analyse information about diversity, the policy and its implementation 4.2 Consult key stakeholders to provide feedback on the policy 4.3 Develop and approve recommendations for changes to the policy 4.4 Refine diversity policy in accordance with feedback and recommendations
BSBHRM602 Manage human resources strategic planning	1 Research planning requirements	1.1 Analyse strategic plans to determine human resource strategic direction, objectives and targets 1.2 Undertake additional environmental analysis to identify emerging practices and trends that may impact on human resource management in the organisation 1.3 Identify future labour needs, skill requirements and options for sourcing labour supply 1.4 Consider new technology and its impact on job roles and job design 1.5 Review recent and potential changes to industrial and legal requirements
	2 Develop human resource strategic plan	2.1 Consult relevant managers about their human resource preferences 2.2 Agree on human resource philosophies, values and policies with relevant managers 2.3 Develop strategic objectives and targets for human resource services 2.4 Examine options for the provision of human resource services and analyse costs and benefits 2.5 Identify appropriate technology and systems to support agreed human resource programs and practices 2.6 Write a strategic human resource plan and obtain senior management support for the plan 2.7 Develop risk management plans to support the strategic human resource plan
	3 Implement human resource strategic plan	3.1 Work with others to see that the plan is implemented 3.2 Monitor and review the plan 3.3 Adapt plan should circumstances change 3.4 Evaluate and review performance against plan objectives
BSBINN601 Lead and manage organisational change	1 Identify change requirements and opportunities	1.1 Identify strategic change needs through an analysis of organisational objectives 1.2 Review existing policies and practices against strategic objectives to identify where changes are required 1.3 Monitor the external environment to identify events or trends that impact on the achievement of organisational objectives 1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions 1.5 Review and prioritise change requirements or opportunities with relevant managers 1.6 Consult stakeholders, specialists and experts to assist in the identification of major change requirements and opportunities

UNIT	ELEMENT	PERFORMANCE CRITERIA
	2 Develop change management strategy	2.1 Undertake cost-benefit analysis for high priority change requirements and opportunities 2.2 Undertake risk analysis and apply problem solving and innovation skills to identify barriers to change and agree and record mitigation strategies 2.3 Develop change management project plan 2.4 Obtain approvals from relevant authorities to confirm the change management process 2.5 Assign resources to the project and agree reporting protocols with relevant managers
	3 Implement change management strategy	3.1 Develop communication or education plan, in consultation with relevant groups and individuals, to promote the benefits of the change to the organisation and to minimise loss 3.2 Arrange and manage activities to deliver the communication or education plans to relevant groups and individuals 3.3 Consult with relevant groups and individuals for input into the change process 3.4 Identify and respond to barriers to the change according to risk management plans 3.5 Action interventions and activities set out in project plan according to project timetable 3.6 Activate strategies for embedding the change 3.7 Conduct regular evaluation and review and modify project plan where appropriate to achieve change program objectives
BSBMGT605 Provide leadership across the organisation	1. Communicate organisational mission and goals	1.1 Clarify objectives, values and standards in accordance with organisation's strategic direction 1.2 Establish linkages between organisational objectives, values and standards and the responsibilities of relevant groups and individuals 1.3 Ensure media and language used is appropriate to individuals and group circumstances 1.4 State clear expectations of internal groups and individuals and explain in a manner which builds commitment to the organisation 1.5 Address expectations of the organisation 1.6 Investigate incidents promptly and communicate results clearly to relevant groups and individuals
	2. Influence groups and individuals	2.1 Build trust, confidence and respect of diverse groups and individuals through positive role modelling and effective communication and consultation 2.2 Embrace, resource and effectively implement improvements to organisational and workplace culture 2.3 Demonstrate understanding of the global environment and new technology in work activities 2.4 Ensure actions convey flexibility and adaptability to change and accessibility 2.5 Ensure consultation and participation in decision making occurs with relevant groups and individuals where appropriate 2.6 Ensure decision making takes into account needs and expectations of both internal and external groups 2.7 Ensure decision making occurs in accordance with risk management plans for all options, and within appropriate timeframes 2.8 Ensure that the organisation is represented positively in the media and community
	3. Build and support teams	3.1 Assign accountabilities and responsibilities to teams consistent with their competencies and operational plans 3.2 Ensure teams are resourced to allow them to achieve their objectives 3.3 Empower teams and individuals through effective delegation and support for their initiatives 3.4 Create and maintain a positive work environment 3.5 Encourage teams and individuals to develop innovative approaches to the performance of work
	4. Demonstrate personal and professional competence	4.1 Model ethical conduct in all areas of work and encourage others to adopt business ethics 4.2 Adapt appropriate interpersonal and leadership styles to meet particular circumstances and situations 4.3 Set and achieve personal objectives and work program outcomes 4.4 Ensure self-performance and professional competence is continuously improved through engagement in a range of professional development activities 4.5 Participate regularly in industry/professional networks and groups
BSBMGT615 Contribute to organisation development	1. Develop organisation development plan	1.1 Analyse strategic plans to determine organisation development needs and objectives 1.2 Consult with relevant groups and individuals to profile the organisation's culture and readiness for organisational development 1.3 Determine who will take key roles in the organisational development process and confirm their commitment 1.4 Collect and analyse data on areas of the business experiencing problems or that need realignment 1.5 Determine and agree on objectives and strategies for organisational development 1.6 Consider change management techniques required to achieve the workplace culture outcomes and build them into the organisation development plan 1.7 Develop communication/education plans to achieve communication objectives in relation to the desired work environment and desired approach to problem-solving and developmental activities
	2. Implement organisation development activities	2.1 Identify and implement consultative processes to maximise participation in the organisation development process 2.2 Undertake team development and training activities to develop collaborative approaches to problem-solving and development 2.3 Facilitate groups to articulate problems and to propose means for resolving the problems 2.4 Manage conflict between individuals and/or groups to achieve consensus or agreement 2.5 Undertake interventions in accordance with the organisation development plan 2.6 Brainstorm alternative proposals and negotiate and agree on outcomes

UNIT	ELEMENT	PERFORMANCE CRITERIA
	3. Maintain organisation development program	<p>3.1 Undertake surveys to identify any loss of support for organisational development programs and activities</p> <p>3.2 Maintain regular team meetings and individual feedback in accordance with communication plan</p> <p>3.3 Set out activities and interventions in the organisation development plan and maintain, evaluate and modify them as required</p> <p>3.4 Ensure senior management reinforces organisation development program by ongoing messages of support and appropriate resource allocation</p> <p>3.5 Evaluate organisation development plans in terms of costs and benefits, including opportunity costs</p>
BSBMGT616 Develop and implement strategic plans	1. Confirm organisational vision and mission	<p>1.1 Check with stakeholders that organisational vision and mission are still held to be current and are supported</p> <p>1.2 Make any changes or refinements to vision or mission statement as required</p> <p>1.3 Review or develop organisational values to support the vision and mission statement</p> <p>1.4 Gain support for strategic planning process from all relevant stakeholders</p>
	2. Analyse the internal and external environment	<p>2.1 Determine information requirements and undertake or commission research to deliver relevant information</p> <p>2.2 Analyse political, economic, social, and technological developments in a global context</p> <p>2.3 Seek advice from appropriate experts wherever necessary</p> <p>2.4 Identify and consider strengths and weaknesses of existing and potential competitors and allies</p> <p>2.5 Analyse organisation's strengths, weaknesses, opportunities and threats</p> <p>2.6 Consider cooperative ventures that are supported by risk and cost benefit analyses, are consistent with the organisational vision, mission and values and provide for due diligence</p> <p>2.7 Check that analysis of internal and external environment is consistent with the perspectives of other informed people</p>
	3. Write strategic plan	<p>3.1 Document relevant research and background for inclusion in the strategic plan</p> <p>3.2 Formulate strategic objectives and strategies needed for the future</p> <p>3.3 Detail each strategy with an assigned priority, a timeframe, responsible parties and measurable performance indicators</p> <p>3.4 Circulate strategic plan for comment, support and endorsement</p>
	4. Implement strategic plan	<p>4.1 Communicate strategic plan to all relevant parties</p> <p>4.2 Brief people with a specific role in relation to strategies</p> <p>4.3 Use performance indicators to monitor progress in implementing plan</p> <p>4.4 Make necessary refinements to plan</p> <p>4.5 Evaluate achievement of objectives at agreed milestones</p> <p>4.6 Review effectiveness of plan and consider methods for improving strategic planning processes</p>
BSBRSK501 Manage risk	1. Establish risk context	<p>1.1 Review organisational processes, procedures and requirements for undertaking risk management in accordance with current risk management standards</p> <p>1.2 Determine scope for risk management process</p> <p>1.3 Identify internal and external stakeholders and their issues</p> <p>1.4 Review political, economic, social, legal, technological and policy context</p> <p>1.5 Review strengths and weaknesses of existing arrangements</p> <p>1.6 Document critical success factors, goals or objectives for area included in scope</p> <p>1.7 Obtain support for risk management activities</p> <p>1.8 Communicate with relevant parties about the risk management process and invite participation</p>
	2. Identify risks	<p>2.1 Invite relevant parties to assist in the identification of risks</p> <p>2.2 Research risks that may apply to scope</p> <p>2.3 Use tools and techniques to generate a list of risks that apply to the scope, in consultation with relevant parties</p>
	3. Analyse risks	<p>3.1 Assess likelihood of risks occurring</p> <p>3.2 Assess impact or consequence if risks occur</p> <p>3.3 Evaluate and prioritise risks for treatment</p>
	4. Select and implement treatments	<p>4.1 Determine and select most appropriate options for treating risks</p> <p>4.2 Develop an action plan for implementing risk treatment</p> <p>4.3 Communicate risk management processes to relevant parties</p> <p>4.4 Ensure all documentation is in order and appropriately stored</p> <p>4.5 Implement and monitor action plan</p> <p>4.6 Evaluate risk management process</p>
BSBFIM502 Manage budgets and financial plans	1 Plan financial management approaches	<p>1.1 Access budget/financial plans for the work team</p> <p>1.2 Clarify budget/financial plans with relevant personnel within the organisation to ensure that documented outcomes are achievable, accurate and comprehensible</p> <p>1.3 Negotiate any changes required to be made to budget/financial plans with relevant personnel within the organisation</p> <p>1.4 Prepare contingency plans in the event that initial plans need to be varied</p>
	2 Implement financial management approaches	<p>2.1 Disseminate relevant details of the agreed budget/financial plans to team members</p> <p>2.2 Provide support to ensure that team members can competently perform required roles associated with the management of finances</p> <p>2.3 Determine and access resources and systems to manage financial management processes within the work team</p>
	3 Monitor and control finances	<p>3.1 Implement processes to monitor actual expenditure and to control costs across the work team</p> <p>3.2 Monitor expenditure and costs on an agreed cyclical basis to identify cost variations and expenditure overruns</p> <p>3.3 Implement, monitor and modify contingency plans as required to maintain financial objectives</p> <p>3.4 Report on budget and expenditure in accordance with organisational protocols</p>

UNIT	ELEMENT	PERFORMANCE CRITERIA
	4 Review and evaluate financial management processes	4.1 Collect and collate for analysis, data and information on the effectiveness of financial management processes within the work team 4.2 Analyse data and information on the effectiveness of financial management processes within the work team and identify, document and recommend any improvements to existing processes 4.3 Implement and monitor agreed improvements in line with financial objectives of the work team and the organisation

Employability skills

Communication

- consulting, questioning, clarifying and evaluating information
- interpreting customer needs
- negotiating budgets and plans and then re-developing as required to meet organisational needs
- negotiating with internal and external stakeholders
- utilising excellent interpersonal skills, and producing a wide range of reports and making presentations as required

Teamwork

- briefing various personnel on their roles and responsibilities regarding the implementation of the marketing plan
- coordinating resources and developing systems to manage team and individual performance
- defining performance measures and working collaboratively with team members
- identifying performance gaps and taking remedial action for underperformance

Problem-solving

- collecting and analysing data
- comparing and contrasting data
- conducting situational analyses
- developing and managing risk and contingency plans
- developing strategies for improvement
- performing cost benefit analyses, budgeting, assessing and managing risk

Initiative and enterprise

- evaluating and improving market performance
- identifying strengths and opportunities within organisation's projected capabilities and resources

Planning and organising

- managing human resources strategic planning
- collecting, collating and analysing information using appropriate workplace business systems
- developing customer acquisition and retention strategies
- developing systems that are flexible and responsive to changing circumstances
- evaluating processes and making changes as required
- planning and managing resource acquisition and deployment within budgetary constraints
- planning for contingencies

Self-management

- applying discretion and judgement within complex environments
- managing own time and performance
- using judgement in planning and in selecting and allocating resources
- working within organisational policies and procedures and legislative requirements

Learning

- coaching and mentoring others to acquire new knowledge and skills
- providing learning and development opportunities

Technology

- creating presentations using a range of media
- using computerised systems, software and telecommunication devices
- using technology to assist with the management of information and to assist the planning process
- using technology to record and generate ideas