



# *Course outline*

*BSB40420 Certificate IV in Human  
Resource Management*

*BSB50320 Diploma of Human  
Resource Management*

*BSB60320 Advanced Diploma of  
Human Resource Management*



This Course Outline applies to Young Rabbit Pty Ltd (ABN: 28 003 381 182 RTO number: 90396) trading as Australian Pacific College CRICOS Provider: 01331F

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

## **BSB404020 Certificate IV in Human Resource Management**

### **Aims**

This course aims to aid students in developing a more global comprehension of the application of people resource management skills as they relate to human resources management and provide them with essential understandings to assist them as they progress to employment or higher-level qualifications in this field.

### **Job Roles**

This qualification reflects the role of individuals who work in a range of human resources roles. The job roles that relate to this qualification may include Human Resources Officer, Human Resources Coordinator and Payroll Officer.

Responsibilities are likely to be determined at a workplace level. Some smaller organisations may require employees to work across all aspects of human resources. In larger organisations, individuals may support a single human resources function.

Job roles suited for this qualification include

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

### **Duration**

The expected duration for the BSB40420 Certificate IV in Human Resource Management is 4 terms (1 year). Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to college closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

### **Entry requirements**

ACADEMIC -  
Successful completion of Australian Year 11 or equivalent.

ENGLISH -  
IELTS 5.5 or equivalent (with a minimum of 5.0 in the writing module)

Successful completion of 8 weeks of General English at Intermediate level or equivalent (plus 80% attendance) at our sister school, English Unlimited, or 10 weeks at other approved providers.

## Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

## Course structure

The course is delivered in twelve subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

Subject code and name	Unit of Competency
<b>A20624 HR Functions</b>	<a href="#">BSBHRM417</a> Support human resources functions and processes
<b>A20625 Implement and monitor WHS</b>	<a href="#">BSBWHS411</a> Implement and monitor WHS policies, procedures and programs
<b>A20626 Support employee and industrial relations</b>	<a href="#">BSBHRM412</a> Support employee and industrial relations
<b>A20627 Staff Recruitment</b>	<a href="#">BSBHRM415</a> Coordinate recruitment and onboarding
<b>A20628 Performance Processes</b>	<a href="#">BSBHRM411</a> Administer performance development processes
<b>A20629 Support learning and development</b>	<a href="#">BSBHRM413</a> Support the learning and development of teams and individuals
<b>A20630 Make presentations</b>	<a href="#">BSBCMM411</a> Make presentations
<b>A20631 Complex documents</b>	<a href="#">BSBWRT411</a> Write complex documents
<b>A20632 Lead difficult conversations</b>	<a href="#">BSBCMM412</a> Lead difficult conversations
<b>A20633 Process payroll</b>	<a href="#">BSBHRM416</a> Process payroll
<b>A20634 Business relationships</b>	<a href="#">BSBTWK401</a> Build and maintain business relationships
<b>A20635 Communication strategies</b>	<a href="#">BSBXCM401</a> Apply communication strategies in the workplace

## Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task.

You are required to complete all parts of the assessment and tick the declaration

that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. You are required to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and the Elements (Elements describe the essential outcomes) and performance criteria (Performance criteria describe the performance needed to demonstrate achievement of the element) as listed below:

### BSBHRM417 - Support human resources functions and processes

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Identify human resources functions	1.1 Identify business strategy and human resource strategy 1.2 Identify different human resource networks for human resource professionals 1.3 Identify information sources to obtain human resource data and information
2. Review policy and procedures frameworks	2.1 Identify policies and procedures relevant to the organisation 2.2 Analyse strengths and weaknesses of organisation's policies and procedures 2.3 Identify sustainability issues that relate to human resource functions
3. Apply ethical framework	3.1 Review ethical requirements associated with the human resource function 3.2 Apply ethical obligations to own role and decisions 3.3 Document behaviours associated with working ethically in the area
4. Analyse human resource metrics	4.1 Select relevant technology to gather workforce data and information to review human resource functions 4.2 Identify and use different sources of workforce data 4.3 Collate and analyse data and establish key trends and critical information
5. Report outcomes of review and analysis	5.1 Identify options for change relevant to organisation's culture 5.2 Identify and evaluate possible change barriers 5.3 Collate, analyse and document key findings relating to policy and procedure frameworks 5.4 Write report on outcomes of review and analysis 5.5 Develop recommendations for change

### BSBWHS411 - Implement and monitor WHS policies, procedures and programs

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Provide information to work team about WHS policies and procedures	1.1 Identify and communicate relevant provisions about WHS laws to work team 1.2 Provide information about organisation's WHS policies, procedures and programs, and ensure it is readily accessible to work team 1.3 Communicate information about identified hazards and outcomes of risk assessment and control to work team

2. Implement and monitor work team consultative arrangements for managing WHS	<p>2.1 Communicate importance of consultation mechanisms in managing WHS risks to work team</p> <p>2.2 Apply consultation mechanisms to facilitate work team participation in managing work area hazards, according to organisational policies and procedures</p> <p>2.3 Contribute to managing issues raised through consultation mechanisms, according to organisational consultation procedures and WHS legislative requirements</p> <p>2.4 Communicate outcomes of consultation about WHS issues to work team</p>
3. Implement and monitor organisational procedures for providing WHS training to work team	<p>3.1 Identify and document team WHS training needs according to organisational requirements and WHS laws</p> <p>3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant stakeholders</p> <p>3.3 Provide workplace learning opportunities to facilitate team and individual achievement of identified WHS training needs</p>
4. Implement and monitor organisational procedures and legal requirements for identifying hazards, and assessing and controlling risks	<p>4.1 Identify and report on hazards in work area according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.2 Contribute to managing and implementing hazard reports according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.3 Implement procedures to control risks using the hierarchy of control measures according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.4 Identify and report inadequacies in existing risk controls according to the hierarchy of control measures, and WHS legislative requirements</p> <p>4.5 Monitor outcomes of reports on inadequacies, as required, to ensure prompt organisational response</p>
5. Implement and monitor organisational procedures for maintaining WHS records	<p>5.1 Complete and maintain WHS incident records of occupational injury and disease in work area according to organisational policies and procedures, and WHS legislative requirements</p> <p>5.2 Use aggregate information and data from work area records to meet organisational recordkeeping requirements</p>

## BSBHRM412 - Support employee and industrial relations

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Support preparation of Employee and Industrial Relations processes	<p>1.1 Source and share applicable legislation, agreements, policies and procedures with relevant stakeholders</p> <p>1.2 Identify sources of specialist information</p> <p>1.3 Support implementation of organisational agreements, policies and procedures according to relevant organisation, enterprise and statutory requirements</p> <p>1.4 Communicate the organisation's ER and IR procedures to relevant stakeholders according to relevant organisation, enterprise and statutory requirements</p>
2. Support industrial relations	<p>2.1 Identify relevant terms and conditions of employment, employee entitlements, awards, agreements, and individual work contracts</p> <p>2.2 Provide support to relevant stakeholders in simple IR disputes</p> <p>2.3 Provide support to relevant stakeholders in negotiation of employee awards, agreements, and workplace conditions</p> <p>2.4 Record and maintain relevant documents</p>
3. Support employee relations	<p>3.1 Identify relevant grievance and conflict resolution processes</p> <p>3.2 Provide support to relevant stakeholders in resolution of simple ER conflicts</p> <p>3.3 Record and maintain relevant documents</p>

4. Contribute to continuous improvement	<p>4.1 Assist required stakeholders to identify issues in ER and IR processes</p> <p>4.2 Contribute to development of continuous improvement activities</p> <p>4.3 Record and maintain documentation relating to continuous improvement</p>
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## BSBHRM415 - Coordinate recruitment and onboarding

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Plan for recruitment	<p>1.1 Establish recruitment requirements and authority to fill position</p> <p>1.2 Consult with relevant stakeholders about job descriptions, selection criteria and workforce strategy</p> <p>1.3 Contribute to development of job descriptions that accurately reflect the role requirements according to relevant policies, procedures and legislative requirements</p> <p>1.4 Implement strategies to assist in sourcing candidates according to organisational policies and procedures</p>
2. Screen and interview potential candidates	<p>2.1 Conduct preliminary screening with candidates according to legislative requirements</p> <p>2.2 Organise and conduct interviews and selection activities according to organisational policies and procedures</p> <p>2.3 Carry out skills assessment relevant to the position</p> <p>2.4 Obtain relevant additional information from candidates</p>
3. Assess and select candidates	<p>3.1 Consult with relevant stakeholders to conduct assessment and selection process according to organisational policy and legislative requirements</p> <p>3.2 Assess candidates against specified selection criteria and referee reports</p> <p>3.3 Prepare recommendations for relevant stakeholders and document according to organisational procedures</p>
4. Manage candidate outcomes	<p>4.1 Inform all candidates of selection decisions</p> <p>4.2 Provide feedback to candidates according to organisational policies and procedures</p> <p>4.3 Secure preferred candidate's agreement</p> <p>4.4 Coordinate necessary documentation according to organisational procedures, observing confidentiality and privacy requirements</p>
5. Onboard successful candidate	<p>5.1 Advise relevant stakeholders of new appointment, including start date</p> <p>5.2 Make necessary administrative arrangements for pay and employee record keeping</p> <p>5.3 Coordinate successful candidate's onboarding according to organisational policies and procedures</p>

## BSBHRM411 - Administer performance development processes

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Review performance development infrastructure	1.1 Confirm all team positions have relevant position descriptions specifying key requirements of the role 1.2 Assist relevant stakeholders in reviewing the performance management system to ensure it aligns with the strategic direction of the organisation 1.3 Prepare performance indicators that are consistent with the position description requirements 1.4 Prepare for performance appraisal meetings 1.5 Identify relevant organisational procedures for acknowledging good performance and addressing under-performance 1.6 Provide relevant advice and support where there is dissention about performance appraisal outcomes, where required
2. Promote performance development system	2.1 Communicate requirements of the performance development system to relevant stakeholders 2.2 Coordinate and deliver training to relevant stakeholders on using the performance management system 2.3 Ensure feedback is provided to relevant stakeholders
3. Recommend improvements to performance development system in response to collated data	3.1 Review performance management documentation and identify trends or problem areas requiring attention 3.2 Review patterns in skill or performance gaps and consider requirements and options for performance development 3.3 Assist relevant stakeholders to revise policies and procedures, as required 3.4 Suggest improvements to the performance management system

## BSBHRM413 - Support the learning and development of teams and individuals

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Contribute to needs development	1.1 Collect information on performance of team members from relevant sources 1.2 Identify individual and team learning and development needs in line with organisational requirements 1.3 Confirm learning plans meet individual and group training and development needs 1.4 Provide opportunities to individuals to self-evaluate performance and identify areas for improvement
2. Support implementation of learning and development	2.1 Develop collaborative learning plans to match skill needs of individuals and groups and match the competency standards relevant to the industry 2.2 Ensure learning delivery methods are relevant to the participants 2.3 Identify and coordinate workplace learning opportunities to facilitate individual and team achievement of competencies 2.4 Identify and manage resources and timelines relevant for learning activities according to organisational requirements

3. Monitor and evaluate workplace learning	3.1 Monitor learning plans to improve the efficiency and effectiveness of learning
	3.2 Seek feedback from individuals or teams to identify and implement improvements in future learning arrangements
	3.3 Assess and record outcomes and performance of individuals and teams to determine the effectiveness of development programs and the extent of additional development support
	3.4 Document and maintain records and reports of competency according to organisational requirements

### BSBCMM411 - Make presentations

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare presentation	1.1 Plan presentation approach and intended outcomes 1.2 Identify target audience, location and resources requirements 1.3 Select presentation strategies, format and delivery methods according to presentation requirements 1.4 Select techniques to evaluate presentation effectiveness
2. Deliver presentation	2.1 Summarise key concepts and ideas and present to target audience 2.2 Provide opportunity for audience to seek clarification on presentation information 2.3 Confirm target audience understand key concepts and ideas, and that identified presentation objectives have been achieved
3. Review presentation	3.1 Evaluate effectiveness of the presentation 3.2 Seek and discuss feedback and any reactions to the presentation from participants and relevant stakeholders 3.3 Make changes to presentation based on feedback received

### BSBWRT411 - Write complex documents

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Plan complex document	1.1 Determine audience, purpose and requirements of document according to organisation policies and procedures 1.2 Determine required format, style and structure for document 1.3 Establish method of communication 1.4 Develop content overview of document 1.5 Determine categories and logical sequence of information according to proposed structure, content and document requirements
2. Draft complex document	2.1 Confirm information is cohesive and satisfies document purpose and requirements 2.2 Develop draft document to communicate data, information and knowledge according to organisational policies and procedures 2.3 Identify gaps in required data, information and knowledge, and collect additional material from relevant sources, if required 2.4 Draft text according to document purposes and requirements



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|------------------------------|--|
| 3. Finalise complex document | <ul style="list-style-type: none"> <li>3.1 Review draft text and confirm document purpose and requirements are met</li> <li>3.2 Check grammar, spelling and style for accuracy and punctuation</li> <li>3.3 Confirm draft text is approved by relevant organisation personnel</li> <li>3.4 Review and incorporate any amendments in final copy</li> <li>3.5 Apply basic design elements for document appropriate to audience and purpose</li> <li>3.6 Check document and confirm all requirements are met</li> </ul> |
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### BSBCMM412 - Lead difficult conversations

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare for conversation	<ul style="list-style-type: none"> <li>1.1 Identify conversational requirements</li> <li>1.2 Identify, gather and develop materials required for the conversation according to organisational policies and procedures</li> <li>1.3 Organise the logistics and stakeholders required for the conversation</li> <li>1.4 Seek feedback from relevant personnel on conversational content</li> <li>1.5 Review conversational content and make changes according to feedback received</li> <li>1.6 Select delivery style according to conversational context and stakeholder requirements according to legislation requirements and codes of practice</li> </ul>
2. Facilitate difficult conversation	<ul style="list-style-type: none"> <li>2.1 Undertake conversation with relevant stakeholders</li> <li>2.2 Provide opportunity for stakeholder input</li> <li>2.3 Confirm relevant stakeholders understand conversation and outcomes</li> <li>2.4 Document relevant points of conversation</li> <li>2.5 Refer stakeholders to relevant support services, as required</li> </ul>
3. Follow up and review conversation	<ul style="list-style-type: none"> <li>3.1 Evaluate own effectiveness in the conversation</li> <li>3.2 Seek and respond to feedback from relevant personnel on personal performance</li> <li>3.3 Identify areas of improvement for undertaking difficult conversations according to feedback received</li> </ul>

### BSBHRM416 - Process payroll

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Record payroll data	<ul style="list-style-type: none"> <li>1.1 Check payroll data and clarify discrepancies with relevant stakeholder</li> <li>1.2 Enter employee pay period details in payroll system according to organisational requirements</li> <li>1.3 Calculate individual employee's payment according to employee source data</li> </ul>

2. Prepare payroll	<p>2.1 Prepare payroll according to organisational policy and procedures and designated timelines</p> <p>2.2 Reconcile total wages for pay period, check and correct irregularities or refer to relevant stakeholder for resolution</p> <p>2.3 Make arrangements for payment according to organisational and individual requirements</p> <p>2.4 Obtain authorisation of payroll and individual pay advice according to organisational requirements</p> <p>2.5 Produce, check and store payroll records according to organisational policy and security procedures</p> <p>2.6 Follow security procedures for processing payroll and for maintaining payroll records</p>
3. Handle payroll enquiries	<p>3.1 Respond to payroll enquiries according to organisational and legislative requirements</p> <p>3.2 Provide payroll information according to organisational and legislative requirements</p> <p>3.3 Ensure all enquiries outside area of responsibility and knowledge are referred to designated persons for resolution</p> <p>3.4 Complete additional information or follow-up action within designated timelines according to organisational policy and procedures</p>

### BSBTWK401 - Build and maintain business relationships

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Establish business relationships	<p>1.1 Identify business development and networking objectives of the organisation and own role</p> <p>1.2 Determine networking opportunities according to identified objectives and organisational policies and procedures</p> <p>1.3 Confirm communication channels for information exchange with business contacts</p> <p>1.4 Engage with business contacts using written and verbal communication to promote business opportunities</p>
2. Maintain business relationships	<p>2.1 Use communication techniques to establish rapport with business contacts</p> <p>2.2 Identify barriers to business development opportunities</p> <p>2.3 Use problem-solving techniques to negotiate solutions to identified situations</p> <p>2.4 Seek specialist advice in the development of contacts, as required</p>
3. Build and improve business relationships	<p>3.1 Develop strategies to represent and promote organisational interests to contacts</p> <p>3.2 Participate in formal and informal networks that promote the organisation</p> <p>3.3 Communicate issues regarding relationships in writing and verbally to organisational personnel</p> <p>3.4 Seek and respond to feedback from management on the quality of relationships with business contacts</p>

## BSBXC401 - Apply communication strategies in the workplace

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare for communication	1.1 Identify work activities requiring communication 1.2 Establish communication requirements for identified work activities 1.3 Identify communication roles for self and others to complete activity 1.4 Seek assistance or clarification regarding communication objectives as required 1.5 Select appropriate method of communicating information internally and externally based on organisational requirements
2. Use communication strategies to provide work instruction	2.1 Use appropriate presentation methods to communicate information or instruction based on the requirements of audience 2.2 Use appropriate method of communication to communicate information or instruction based on the requirements of audience 2.3 Negotiate expected work requirements with others and clarify that instructions have been understood
3. Facilitate workplace communication	3.1 Use interpersonal skills to build relationships with team members and clients and facilitate respectful interaction 3.2 Facilitate respectful communication amongst others, considering the needs of those from diverse backgrounds 3.3 Use problem solving and decision making skills to resolve any communication challenges 3.4 Obtain confirmation on outcomes of communication challenges to ensure issues have been resolved
4. Monitor and support team communication	4.1 Ensure all communication is consistent with legislative and organisational requirements 4.2 Provide performance feedback and additional support to others when required 4.3 Seek feedback and assistance from others to improve own communication techniques 4.4 Collate and report any important information and unresolved issues to relevant superiors

# BSB50320 Diploma of Human Resource Management

## Aims

This course aims to aid students in developing a more global comprehension of the application of managing people and other human resource functions in management roles in the Human Resources field and provide them with essential understandings to assist them as they progress to employment or higher-level qualifications in the field.

## Job Roles

This qualification reflects the role of individuals working in a variety of roles within the human resources sector. The job roles that relate to this qualification may include Human Resources Consultant, Human Resources Advisor and Human Resources Business Partner.

Responsibilities are likely to be determined at a workplace level. Some smaller organisations may require employees to work across all aspects of human resources. In larger organisations, individuals may coordinate a single human resources function.

Job titles may include

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

## Duration

The expected duration for the BSB50320 Diploma of Human Resource Management is 4 terms (1 year). Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to college closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

## Entry requirements

ACADEMIC -

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ENGLISH -

IELTS 5.5 or equivalent (with a minimum of 5.0 in the writing module)

Successful completion of 8 weeks of General English at Intermediate level or equivalent (plus 80% attendance) at our sister school, English Unlimited, or 10 weeks at other approved providers.

## Materials

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## Course structure

The course is delivered in twelve subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

Subject code and name	Unit of Competency
<b>A20646 Diversity and inclusion</b>	BSBTWK501 Lead diversity and inclusion
<b>A20637 Business risk</b>	BSBOPS504 Manage business risk
<b>A20638 Performance development processes</b>	BSBHRM521 Facilitate performance development processes
<b>A20639 Workforce plan implementation</b>	BSBHRM524 Coordinate workforce plan implementation
<b>A20640 HR functions and processes</b>	BSBHRM527 Coordinate human resource functions and processes
<b>A20641 Employee relations</b>	BSBWRK522 Manage employee and industrial relations
<b>A20642 Coordinate learning and development</b>	BSBHRM523 Coordinate the learning and development of teams and individuals
<b>A20643 Recruitment and onboarding</b>	BSBHRM525 Manage recruitment and onboarding
<b>A20644 Personal professional development</b>	BSBPEF501 Manage personal and professional development
<b>A20645 Remuneration and employee benefits</b>	BSBHRM528 Coordinate remuneration and employee benefits
<b>A20636 Implement and monitor WHS</b>	BSBWHS411 Implement and monitor WHS policies, procedures and programs
<b>A20647 Health and wellness programs</b>	BSBHRM531 Coordinate health and wellness programs

## Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. You are required to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and the Elements (Elements describe

the essential outcomes) and performance criteria (Performance criteria describe the performance needed to demonstrate achievement of the element) as listed below:

### BSBTWK501 - Lead diversity and inclusion

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Review diversity policy	1.1 Locate and review organisational diversity policy 1.2 Identify application of diversity policy in work area 1.3 Assess currency and efficacy of diversity policy 1.4 Provide feedback and suggestions for improvement of organisational diversity policy 1.5 Revise diversity policy and incorporate improvements
2. Foster respect for diversity in the work team	2.1 Identify training needs to promote respect for difference in personal interactions 2.2 Identify staff struggling to work with diversity and implement measures to support working with diversity 2.3 Develop processes to demonstrate benefits of working with various diverse groups 2.4 Address workplace diversity complaints according to organisational policies and procedures
3. Promote the benefits of diversity	3.1 Promote organisational workforce diversity in external forums 3.2 Identify role of diversity in gaining a competitive advantage for the organisation 3.3 Support organisational efforts to champion diversity

### BSBOPS504 - Manage business risk

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Establish risk context	1.1 Evaluate organisational processes, procedures and requirements and determine scope for risk management process 1.2 Review strengths and weaknesses of existing arrangements 1.3 Document critical success factors, goals and objectives for area included in scope 1.4 Communicate risk management process to relevant stakeholders
2. Identify risks	2.1 Invite stakeholders to assist in the identification of risks 2.2 Research risks that may apply to scope 2.3 Document 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 from options for treating risks 4.2 Develop action plan for implementing risk treatment 4.3 Communicate risk management processes to relevant parties 4.4 Implement action plan according to organisational policies and procedures 4.5 Monitor and evaluate risk management process

## BSBHRM521 - Facilitate performance development processes

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Plan facilitation of performance development process	1.1 Identify relevant policies and objectives to be addressed in process 1.2 Develop objectives for performance development processes 1.3 Consult with relevant stakeholders about the processes and agree on process features
2. Coordinate performance development process	2.1 Train relevant groups and individuals in ways to monitor performance 2.2 Work with line managers to ensure performance is monitored regularly and intervention occurs where relevant according to organisational policies and legal requirements 2.3 Support line managers to coach and discipline employees who perform below standard 2.4 Communicate dispute resolution processes where relevant, mediating between line managers and employees 2.5 Provide support to terminate employees who fail to respond to interventions according to legislative requirements and organisational policies and procedures 2.6 Ensure recorded outcomes of performance development sessions are stored securely and accessible to relevant stakeholders, according to organisational policy 2.7 Evaluate and suggest improvements to all aspects of performance development processes according to organisational objectives, policies and procedures
3. Coordinate individual or group learning and development	3.1 Design and develop learning and development plans and strategies to encourage effective employee performance 3.2 Deliver learning and development plans relevant to agreed timeframes, ensuring achievement of specified outcomes 3.3 Contract relevant providers for performance development, as identified by plans and according to organisational policy 3.4 Monitor learning and development activities to ensure compliance with quality assurance standards 3.5 Negotiate remedial action with providers, where relevant 3.6 Generate reports to advise relevant managers on progress and success rates of activities

## BSBHRM524 - Coordinate workforce plan implementation

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Research workforce requirements	1.1 Review current data on staff turnover and demographics 1.2 Assess factors impacting workforce supply 1.3 Establish organisation's requirements for a skilled and diverse workforce
2. Coordinate workforce objectives and strategies	2.1 Consult relevant stakeholders on organisational strategy and establish aligned objectives for modification or retention of the workforce 2.2 Confirm objectives for workforce diversity and cross-cultural management with relevant stakeholders 2.3 Assist determination of strategies to address high staff turnover 2.4 Assist determination of objectives to retain relevant skilled labour 2.5 Assist determination of strategies to source skilled labour 2.6 Communicate plan objectives to relevant stakeholders 2.7 Obtain agreement and endorsement for objectives and establish targets

3. Coordinate implementation of initiatives	<p>3.1 Support implementation of agreed objectives for recruitment, training, redeployment and redundancy</p> <p>3.2 Identify strategies to assist workforce to deal with organisational change and coordinate implementation</p> <p>3.3 Identify strategies to assist in meeting the organisation's workforce diversity goals and coordinate implementation</p> <p>3.4 Coordinate implementation of succession planning system and ensure workers are developed and retained</p>
4. Monitor and evaluate workforce trends	<p>4.1 Review workforce plan against patterns in existing employee and workforce changes</p> <p>4.2 Monitor labour supply trends for areas of over and under supply in the external environment</p> <p>4.3 Monitor effects of labour trends on the demand for labour within own organisation</p> <p>4.4 Coordinate survey of organisational climate and collect worker satisfaction results</p> <p>4.5 Consult with relevant stakeholders and refine objectives and strategies in response to internal and external changes</p> <p>4.6 Monitor government policy on labour demand and supply</p> <p>4.7 Evaluate effectiveness of change processes against agreed objectives</p>

### BSBHRM527 - Coordinate human resource functions and processes

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Determine strategies for delivery of human resource functions and processes	<p>1.1 Analyse business strategy and operational plans and determine human resource requirements</p> <p>1.2 Review external business environment and likely impact on organisation's human resource requirements</p> <p>1.3 Consult relevant stakeholders to identify relevant human resource requirements</p> <p>1.4 Review organisation's requirements for diversity in the workforce</p> <p>1.5 Develop options for delivery of human resource functions and processes that comply with legislative requirements, organisational policies and business goals</p> <p>1.6 Develop and agree on strategies and action plans for delivery of human resource functions and processes</p> <p>1.7 Agree and document roles and responsibilities of human resource team, line managers, and external contractors</p> <p>1.8 Coordinate systems for gathering and storing information needed to provide human resource functions and processes</p>
2. Coordinate the delivery of human resource functions and processes	<p>2.1 Communicate information about human resource strategies, functions and processes to internal and external stakeholders</p> <p>2.2 Negotiate service agreements with the human resource team, service providers and client groups</p> <p>2.3 Document and communicate human resources requirements, performance standards and timeframes</p> <p>2.4 Identify and coordinate relevant support, where required</p> <p>2.5 Agree and coordinate monitoring of relevant quality assurance processes for human resource functions</p> <p>2.6 Ensure that functions and processes are delivered by appropriate providers, according to organisation policies and procedures</p> <p>2.7 Identify and rectify underperformance of human resource team or service providers</p>



3. Evaluate human resource functions and processes	<ul style="list-style-type: none"> <li>3.1 Coordinate survey of clients to determine level of satisfaction</li> <li>3.2 Collect client feedback and use in review processes</li> <li>3.3 Recommend changes to human resource functions and processes</li> <li>3.4 Obtain approvals to variations in service delivery from relevant managers</li> <li>3.5 Support agreed change processes across the organisation</li> </ul>
4. Coordinate integration of business ethics in human resource practices	<ul style="list-style-type: none"> <li>4.1 Ensure code of conduct is observed across the organisation, and its expectations are incorporated in human resource policies and practices</li> <li>4.2 Identify confidentiality requirements in dealing with all human resource information</li> <li>4.3 Handle unethical behaviour according to organisational policies and procedures</li> <li>4.4 Ensure all persons responsible for human resource functions understand requirements regarding their ethical behaviour</li> </ul>

## BSBHRM522 - Manage employee and industrial relations

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Develop ER and IR policies and plans	<ul style="list-style-type: none"> <li>1.1 Determine long term ER strategy according to organisational objectives</li> <li>1.2 Analyse existing ER performance in relation to workforce objectives</li> <li>1.3 Evaluate options in terms of cost-benefit, risk-analysis and relevant industrial instruments</li> <li>1.4 Consult relevant internal stakeholders and develop IR policies and plans</li> <li>1.5 Identify the skills and knowledge relevant for management and the workforce to effectively implement these strategies and policies</li> </ul>
2. Implement ER and IR policies and plans	<ul style="list-style-type: none"> <li>2.1 Develop implementation plan and contingency plan for ER and IR policies and strategies</li> <li>2.2 Organise training and development for identified requirements to support ER and IR plan</li> <li>2.3 Agree on changes required by the organisational policies and implementation plan</li> <li>2.4 Document procedures for addressing grievances and conflict according to organisational policies and procedures</li> <li>2.5 Identify and communicate key procedures for addressing grievances and conflict to stakeholders</li> <li>2.6 Review ER and IR policies and plans and establish whether they are meeting their intended outcomes</li> </ul>
3. Manage negotiations to resolve conflict	<ul style="list-style-type: none"> <li>3.1 Develop and deliver training to individuals in conflict-management techniques and procedures</li> <li>3.2 Identify, and where relevant alleviate or eliminate, sources of conflict or grievance according to legal requirements</li> <li>3.3 Evaluate documentation and other information sources and clarify issues in dispute and ensure completeness, balance and relevance</li> <li>3.4 Obtain expert or specialist advice and/or refer to precedents, if required</li> <li>3.5 Determine and apply negotiation strategy</li> <li>3.6 Advocate the organisation's position to reach a resolution that aligns with organisational objectives</li> </ul>

## BSBHRM523 - Coordinate the learning and development of teams and individuals

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Coordinate creation of learning opportunities	1.1 Identify potential formal and informal learning opportunities 1.2 Identify learning requirements of teams and individuals according to requirements of organisation and available learning opportunities 1.3 Coordinate implementation of learning plans and ensure that learning plans reflect diversity of needs 1.4 Review relevant organisational procedures and ensure they support individual and team access to learning opportunities, where required 1.5 Consult with training and development specialists and use their advice to contribute to learning opportunities
2. Coordinate learning	2.1 Coordinate strategies to ensure workplace learning opportunities are used by teams and individuals 2.2 Coordinate implementation of policies and procedures to encourage team members to assess their own competencies and identify their own learning and development needs 2.3 Communicate benefits of learning with others in the team and organisation 2.4 Recognise workplace achievement by relevant recognition, feedback and rewards
3. Monitor and improve learning effectiveness	3.1 Monitor team and individual learning performance to determine type and extent of any additional work-based support required 3.2 Use feedback from individuals and teams to identify and recommend improvements in future learning arrangements 3.3 Suggest adjustments, negotiated with training and development specialists, for improvements to learning 3.4 Record and report learning and development of teams and individuals

## BSBHRM525 - Manage recruitment and onboarding

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Develop recruitment and onboarding policies and procedures	1.1 Identify existing recruitment and onboarding policies and procedures 1.2 Assess options for technology to improve efficiency and effectiveness of recruitment process 1.3 Update existing policies and procedures according to organisational requirements 1.4 Obtain support for policies and procedures from relevant stakeholders 1.5 Create forms and documents supporting policies and procedures and make adjustments, where required 1.6 Communicate policies and procedures to relevant staff and provide training, where required

2. Manage recruitment process	<p>2.1 Determine future human resource requirements in collaboration with relevant stakeholders</p> <p>2.2 Ensure current position descriptors for vacancies are used by relevant stakeholders involved in recruitment and onboarding processes</p> <p>2.3 Ensure advertising of vacant positions complies with legislation and organisational policies and procedures</p> <p>2.4 Consult and use specialists, where required</p> <p>2.5 Ensure selection procedures are according to legislation and organisational policies and procedures</p> <p>2.6 Ensure processes for advising applicants of selection outcome are followed</p> <p>2.7 Ensure job offers and contracts of employment are prepared and provided promptly, and new appointments are provided with relevant advice</p>
3. Manage staff onboarding	<p>3.1 Provide access to training and support to relevant stakeholders</p> <p>3.2 Ensure onboarding processes are followed across the organisation</p> <p>3.3 Oversee management of probationary employees and provide feedback until employment is confirmed or terminated</p> <p>3.4 Collect feedback from participants and relevant stakeholders on onboarding process according to its objectives</p> <p>3.5 Update onboarding policies and procedures according to feedback</p>

## BSBPEF501 - Manage personal and professional development

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Manage work goal development	<p>1.1 Document team member responsibilities and identify organisational framework for development of work goals</p> <p>1.2 Support others to develop work goals, plans and activities that align with their responsibilities</p> <p>1.3 Assess others' work goals, plans and activities for alignment with organisational goals and provide feedback to team members</p> <p>1.4 Facilitate access to personal and professional development opportunities that align to team member goals, plans and activities</p>
2. Facilitate achievement of work priorities	<p>2.1 Assess and prioritise personal, team and organisational demands</p> <p>2.2 Use technology to manage work priorities of the team</p> <p>2.3 Identify and implement techniques to manage team health and wellbeing in the workplace</p>
3. Develop and maintain professional competence	<p>3.1 Document own development needs, priorities and plans using applicable competency standards, where required</p> <p>3.2 Seek feedback from relevant personnel on own development needs</p> <p>3.3 Participate in personal and professional development activities that address identified needs, priorities and plans</p>

## BSBHRM528 - Coordinate remuneration and employee benefits

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Update organisation's remuneration strategy	1.1 Identify the scope of remuneration and benefits plans in consultation with relevant stakeholders 1.2 Research current practice, recent developments and legislative parameters for remuneration strategy 1.3 Develop and refer remuneration and employee benefits options for consideration by relevant stakeholders 1.4 Assist in presenting options and describing link to organisational strategic objectives 1.5 Record agreed remuneration policies and incentive plans
2. Coordinate remuneration and employee benefits strategy	2.1 Determine occupational groups that are industrial agreement based 2.2 Ensure organisation is competitive in its particular occupational group 2.3 Align remuneration and benefits plans with performance management system 2.4 Ensure remuneration and employee benefits are according to legal requirements and organisational policies and procedures 2.5 Ensure incentive arrangements, if relevant, comply with the organisation's remuneration strategy
3. Review and update remuneration strategy	3.1 Consult managers and employees about the effectiveness of the remuneration strategy 3.2 Amend strategy and plans as necessary to meet organisational policies and legal requirements

## BSBWHS411 - Implement and monitor WHS policies, procedures and programs

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Provide information to work team about WHS policies and procedures	1.1 Identify and communicate relevant provisions about WHS laws to work team 1.2 Provide information about organisation's WHS policies, procedures and programs, and ensure it is readily accessible to work team 1.3 Communicate information about identified hazards and outcomes of risk assessment and control to work team
2. Implement and monitor work team consultative arrangements for managing WHS	2.1 Communicate importance of consultation mechanisms in managing WHS risks to work team 2.2 Apply consultation mechanisms to facilitate work team participation in managing work area hazards, according to organisational policies and procedures 2.3 Contribute to managing issues raised through consultation mechanisms, according to organisational consultation procedures and WHS legislative requirements 2.4 Communicate outcomes of consultation about WHS issues to work team
3. Implement and monitor organisational procedures for providing WHS training to work team	3.1 Identify and document team WHS training needs according to organisational requirements and WHS laws 3.2 Make arrangements to meet WHS training needs of team members in consultation with relevant stakeholders 3.3 Provide workplace learning opportunities to facilitate team and individual achievement of identified WHS training needs

4. Implement and monitor organisational procedures and legal requirements for identifying hazards, and assessing and controlling risks	<p>4.1 Identify and report on hazards in work area according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.2 Contribute to managing and implementing hazard reports according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.3 Implement procedures to control risks using the hierarchy of control measures according to organisational policies and procedures, and WHS legislative requirements</p> <p>4.4 Identify and report inadequacies in existing risk controls according to the hierarchy of control measures, and WHS legislative requirements</p> <p>4.5 Monitor outcomes of reports on inadequacies, as required, to ensure prompt organisational response</p>
5. Implement and monitor organisational procedures for maintaining WHS records	<p>5.1 Complete and maintain WHS incident records of occupational injury and disease in work area according to organisational policies and procedures, and WHS legislative requirements</p> <p>5.2 Use aggregate information and data from work area records to meet organisational recordkeeping requirements</p>

### BSBHRM531 - Coordinate health and wellness programs

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Research and analyse employee health issues	<p>1.1 Identify and collect information on employee health issues from relevant sources</p> <p>1.2 Review findings and their implications for the organisation and business objectives</p> <p>1.3 Consult relevant stakeholders and develop options for addressing identified health issues</p> <p>1.4 Agree preferred options with required stakeholders</p>
2. Plan health and wellness program	<p>2.1 Develop program scope and objectives in consultation with relevant industry consultants, colleagues and managers</p> <p>2.2 Plan and create administrative structures and resources for program</p> <p>2.3 Establish program responsibilities and clearly communicate to all stakeholders</p> <p>2.4 Consult relevant stakeholders and plan communications and marketing strategies</p> <p>2.5 Establish evaluation methods, develop a program management plan and communicate this plan to stakeholders</p>
3. Coordinate program	<p>3.1 Prepare policy documents and coordinate strategies in conjunction with program team members</p> <p>3.2 Coordinate support, assistance and mentorship to relevant stakeholders</p> <p>3.3 Monitor tracking systems according to program guidelines</p> <p>3.4 Reach program milestones according to program management plan and provide regular progress reports to stakeholders</p>
4. Evaluate and improve program	<p>4.1 Use agreed evaluation methods to assess effectiveness of program at specific stages</p> <p>4.2 Communicate information from program evaluation process to stakeholders</p> <p>4.3 Incorporate evaluation process and outcomes into continuous improvement strategies, enterprise agreements and future corporate plans</p>

# BSB60320 Advanced Diploma of Human Resource Management

## Aims

This course aims to aid students in developing a more global comprehension of the application of critical organisational management functions in the human resources field and provide them with essential understandings to assist them as they progress to employment or to higher-level qualifications in HR.

## Job Roles

This qualification reflects the role of individuals who provide leadership and support strategic direction in the human resources activities of an organisation. Their knowledge base may be highly specialised or broad within the human resources field. The job roles that relate to this qualification may include Human Resources Manager and Senior Human Resources Business Partner.

Responsibilities are likely to be determined at a workplace level. Some smaller organisations may require employees to work across all aspects of human resources. In larger organisations, individuals may manage a single human resources function.

Possible job roles include:

- Human resources directors
- Human resources strategists
- National human resources managers
- Regional human resources managers
- Global human resources managers

## Duration

The expected duration for the BSB60320 Advanced Diploma of Human Resource Management is 4 terms (1 year). Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to college closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

## Entry requirements

ACADEMIC -

Successful completion of BSB50320 Diploma of Human Resource Management or equivalent.

ENGLISH -

IELTS 5.5 or equivalent (with a minimum of 5.0 in the writing module)

Successful completion of 8 weeks of General English at Intermediate level or equivalent (plus 80% attendance) at our sister school, English Unlimited, or 10

weeks at other approved providers.

## Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

## Course structure

The course is delivered in ten subjects. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

Subject code and name	Unit of Competency
A20648 Complex problem solving	BSBCRT611 Apply critical thinking for complex problem solving
A20649 Organisational finances	BSBFIN601 Manage organisational finances
A20650 Organisational performance development	BSBHRM611 Contribute to organisational performance development
A20651 Employee and industrial relations strategies	BSBHRM612 Contribute to the development of employee and industrial relations strategies
A20652 Strategic workforce planning	BSBHRM614 Contribute to strategic workforce planning
A20653 Management of Change	BSBLDR601 Lead and manage organisational change
A20654 Innovation and continuous improvement	BSBST601 Manage innovation and continuous improvement
A20655 Organisational leadership	BSBLDR602 Provide leadership across the organisation
A20656 Learning and development strategies	BSBHRM613 Contribute to the development of learning and development strategies
A20657 Diversity and inclusion strategies	BSBHRM615 Contribute to the development of diversity and inclusion strategies

## Assessment Schedule

Information about your assessments is included in the Student Workbooks for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e. that you have not plagiarised by copying from the internet or other sources. You are required to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and the Elements (Elements describe

the essential outcomes) and performance criteria (Performance criteria describe the performance needed to demonstrate achievement of the element) as listed below:

### BSBCRT611 - Apply critical thinking for complex problem solving

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Scope problem solving process	1.1 Identify complex issue for resolution within scope of job role and in consultation with relevant stakeholders 1.2 Document task objectives and risks involved in pursuing identified issue 1.3 Research legislative frameworks and organisational policy or procedures applicable to identified issue 1.4 Calculate required resources and present to relevant stakeholders
2. Lead solution development process	2.1 Facilitate ideation session with relevant stakeholders 2.2 Evaluate formulated solutions for advantages and limitations using critical thinking techniques 2.3 Apply decision-making processes to select most viable solution 2.4 Prepare a brief on proposed solution according to organisational policy and present to key stakeholders
3. Refine solution for implementation	3.1 Develop a feedback register to systematically record feedback according to organisational requirements 3.2 Refine proposal based on analysis of feedback 3.3 Seek necessary approvals to implement solution

### BSBFIN601 - Manage organisational finances

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare for financial management	1.1 Assess reasons for losses or profits identified from previous financial reports 1.2 Analyse critical dates and initiatives in business plan and cash flow trends 1.3 Review statutory requirements for compliance and liabilities for tax 1.4 Analyse existing software and its suitability for financial management
2. Establish budgets and allocate funds	2.1 Develop budget from previous financial data according to compliance, organisational and statutory requirements 2.2 Circulate budgets and confirm managers and supervisors understand budgets, reporting requirements and financial delegations 2.3 Confirm there are no opportunities for misappropriation of funds 2.4 Review profit and loss statements, cash flows and ageing summaries and revise, where required 2.5 Identify discrepancies between agreed and actual allocations using audit trails
3. Report on finances	3.1 Identify organisational and statutory financial reporting requirements 3.2 Identify and prioritise significant issues in statements for review and decision making 3.3 Prepare financial recommendations 3.4 Evaluate effectiveness of financial management processes



## BSBHRM611 - Contribute to organisational performance development

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Contribute to planning of organisational performance development	1.1 Determine benefits of, and need for, organisational performance development 1.2 Define organisational performance development program purpose and objectives 1.3 Develop organisational performance development program plan with appropriate outcomes, in consultation with key stakeholders 1.4 Establish relevant management structures and wider support requirements 1.5 Determine organisational performance development program modes and methods 1.6 Determine methods and resources required to report organisational performance development program outcomes 1.7 Develop means to report and collate outcomes of organisational performance development
2. Contribute to development of program tools and materials	2.1 Develop range of tools and resources according to organisational performance development program modes and methods 2.2 Establish organisational performance development procedures 2.3 Establish procedures and requirements encompassing key accountabilities and responsibilities
3. Facilitate organisational performance development	3.1 Ensure plans required for personal growth are developed by relevant stakeholders 3.2 Consider and address cultural differences and diversity issues in all organisational performance development communications 3.3 Use data and reporting tools and monitor organisational performance development
4. Evaluate organisational performance development program	4.1 Complete organisational performance development record-keeping and reporting requirements according to organisational policies and procedures 4.2 Evaluate organisational performance development program against agreed outcomes and report through relevant management structures 4.3 Document improvement opportunities for future organisational performance development programs based on program evaluation

## BSBHRM612 - Contribute to the development of employee and industrial relations strategies

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Contribute to employee relations (ER) and industrial relations (IR) strategy development and policies	1.1 Ensure ER and IR strategies are consistent with organisational strategic objectives 1.2 Contribute to development strategies and policies in consultation with relevant stakeholders 1.3 Ensure strategies and policies promote absence of discrimination and harassment 1.4 Contribute to development of risk management strategies 1.5 Identify potential areas of conflict and ensure strategies and policies are according to objectives of relevant groups and individuals

2. Contribute to a productive culture	<p>2.1 Negotiate awards, agreements, and contracts according to organisational objectives and employee rights and obligations</p> <p>2.2 Ensure conditions of employment meet legal and organisational requirements, and source external specialist advice, where required</p> <p>2.3 Develop policies and practices that facilitate employee recruitment, retention and satisfaction</p> <p>2.4 Provide onboarding programs and training that develop competence and confidence and ensure work is performed safely and effectively</p> <p>2.5 Support employees to understand their roles</p> <p>2.6 Develop, regularly review and update individual and team development plans</p> <p>2.7 Evaluate and revise ER and IR policies regularly</p>
3. Resolve ER and IR problems	<p>3.1 Establish processes for early intervention and identify problems or grievances</p> <p>3.2 Communicate problem solving processes and obtain support from relevant stakeholders</p> <p>3.3 Coordinate training that develops competence in conflict management, negotiation and dispute resolution</p> <p>3.4 Obtain specialist advice, where required</p> <p>3.5 Ensure processes are fair, equitable and according to relevant awards agreements and legislation</p> <p>3.6 Ensure problem solving processes provide for external mediation and conciliation, and arbitration, where required</p>
4. Contribute to diversity policies	<p>4.1 Develop plans for the promotion of diversity within the organisation in consultation with relevant stakeholders</p> <p>4.2 Promote the importance of diversity and its benefits within the organisation</p> <p>4.3 Develop diversity education plans</p> <p>4.4 Develop and implement processes that rectify diversity issues according to organisational policies and procedures</p>

### BSBHRM614 - Contribute to strategic workforce planning

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Research planning requirements	<p>1.1 Analyse strategic plans to determine strategic workforce direction, objectives and targets</p> <p>1.2 Analyse organisational environment and identify emerging practices and trends that may impact on human resource management in the organisation</p> <p>1.3 Identify future labour needs, skill requirements and sources of labour supply</p> <p>1.4 Identify new technology and its impact on job roles and job design</p> <p>1.5 Review recent and potential changes to industrial and legal requirements</p>

2. Contribute to development of strategic workforce plan	<p>2.1 Consult relevant managers about their workforce preferences</p> <p>2.2 Agree on workforce philosophies, values and policies with relevant managers</p> <p>2.3 Develop strategic objectives and targets for workforce services</p> <p>2.4 Examine options for the provision of workforce services and analyse costs and benefits</p> <p>2.5 Identify appropriate technology and systems to support agreed workforce programs and practices</p> <p>2.6 Contribute input from consultation into strategic workforce plan and obtain senior management support for plan</p> <p>2.7 Analyse risks associated with strategic workforce plan and develop risk mitigation strategies</p>
3. Support implementation of strategic workforce plan	<p>3.1 Work with relevant stakeholders and ensure that plan is implemented according to organisational objectives</p> <p>3.2 Monitor and review the plan</p> <p>3.3 Recommend adaptations to plan to account for changing circumstances</p> <p>3.4 Evaluate and review performance against plan objectives</p>

### BSBLDR601 - Lead and manage organisational change

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Develop change management strategy	<p>1.1 Identify major operational change requirements according to organisational objectives, performance gaps, business opportunities or threats, and management decisions</p> <p>1.2 Assess risks and opportunities presented by operational change requirements</p> <p>1.3 Consult stakeholders, specialists and experts to confirm the change management opportunities and process</p>
2. Implement change management strategy	<p>2.1 Assign resources to the project and confirm reporting protocols with relevant stakeholders</p> <p>2.2 Develop communication or education plan, in consultation with relevant personnel</p> <p>2.3 Arrange and manage activities for delivery of communication or education plans</p>
3. Evaluate change management strategy	<p>3.1 Assess performance of communication or education plan against objectives</p> <p>3.2 Identify and respond to barriers to the change according to risk management plans and organisational objectives</p> <p>3.3 Modify communication or education plan according to change program objectives</p>

## BSBSTR601 - Manage innovation and continuous improvement

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Establish ways of working within team	1.1 Identify relevant team members and communicate ways of working objectives, expectations and desired outcomes 1.2 Identify and establish strategies to monitor and evaluate performance and sustainability of key systems and processes 1.3 Consult and seek advice from stakeholders, to identify opportunities for improvement 1.4 Communicate with and mentor team members on ways of working that contribute to continuous improvement 1.5 Communicate with and coach team members how they can be innovative
2. Identify improvements	2.1 Analyse performance reports and variance from organisational plans within workplace 2.2 Identify and analyse changing trends and opportunities relevant to the workplace 2.3 Collect data and analyse areas for improvement in supply chains, and operational and service systems 2.4 Conduct a gap analysis of supply chains, and operational and service systems and identify improvement needs and opportunities 2.5 Communicate with and agree on team members identified improvement needs and opportunities 2.6 Identify learning opportunities for team members
3. Implement innovative processes	3.1 Confirm objectives, timeframes, measures and communication plans are in place to manage implementation 3.2 Address the impact of change and consequences for people and implement transition plans 3.3 Implement contingency plans in the event of non-performance 3.4 Follow up failure by investigation and analysis of causes and manage emerging challenges and opportunities 3.5 Confirm that learnings from activities are captured and managed using relevant knowledge management system
4. Develop workplace culture and tools for continuous improvement, innovation and learning	4.1 Evaluate continuous improvement systems and processes and innovation on a regular basis 4.2 Identify and communicate with stakeholders costs and benefits of innovations and improvements 4.3 Establish rewards for continuous improvement, innovation and learning 4.4 Seek and respond to feedback from relevant stakeholders' systems and processes for continuous improvement, innovation and learning

## BSBLDR602 - Provide leadership across the organisation

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Communicate organisational mission and goals	1.1 Confirm objectives, values and standards according to organisation's strategic direction 1.2 Establish links between organisational objectives, values and standards and the responsibilities of relevant groups and individuals 1.3 Confirm that media and language used for communicating organisational mission and goals meets the needs of individuals and group 1.4 State expectations of internal groups and individuals 1.5 Investigate incidents and communicate results to relevant groups and individuals according to organisational policies and procedures
2. Influence groups and individuals	2.1 Make decisions according to organisational policies and procedures and work task timeframes 2.2 Facilitate improvements to organisational and workplace policies and procedures 2.3 Facilitate integration of global environment and new technology into work activities 2.4 Represent organisation in the media and community
3. Build and support teams	3.1 Assign accountabilities and responsibilities to teams according to competencies and operational plans 3.2 Resource teams to allow them to achieve their objectives 3.3 Create and maintain a positive work environment 3.4 Encourage teams and individuals to develop innovative approaches to work tasks
4. Demonstrate personal and professional competence	4.1 Model ethical conduct in own work and encourage others to adopt business ethics 4.2 Adapt interpersonal and leadership styles to meet circumstances and situations 4.3 Set and aim to achieve personal objectives and work program outcomes 4.4 Engage in professional development activities and industry and professional networks and groups

## BSBHRM613 - Contribute to the development of learning and development strategies

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Contribute to learning and development strategy formation	1.1 Evaluate methods of learning and development against organisational requirements 1.2 Analyse impact of organisational learning and development on organisation, and consult relevant stakeholders 1.3 Examine and review options for deploying quality policies and processes in organisational learning 1.4 Analyse and plan requirements for an organisational learning strategy to support organisational strategic and policy requirements 1.5 Analyse and plan technological and systems requirements for an organisational learning strategy 1.6 Analyse and align organisational learning strategy with human resources and learning requirements and plans 1.7 Develop procedures to liaise with educators, learners and others and monitor learning and development strategies and learning and development resources
2. Contribute to design of organisational learning and development strategy	2.1 Design, collaboratively with relevant stakeholders, organisational learning and development strategy 2.2 Design and develop flexible learning, development and assessment strategies to support organisational requirements 2.3 Establish processes and procedures for allocating and managing resources and staff required to implement organisational learning strategy 2.4 Contribute to development of compliant assessment processes according to organisational requirements
3. Recommend improvements to strategies	3.1 Evaluate current organisational learning strategy 3.2 Review performance of resources and people supporting organisational learning strategy 3.3 Construct and present plans for improving organisational learning strategy

## BSBHRM615 - Contribute to the development of diversity and inclusion strategies

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Research opportunities for workforce diversity	1.1 Review current organisational practices for recruiting, training, and promoting staff 1.2 Review current data on staff turnover, workforce demographics and local, regional and international population demographics 1.3 Identify and assess factors that affect current and future supply of workers 1.4 Assess opportunities for diversity within the organisation 1.5 Provide recommendations that support valuing and leveraging diversity to improve organisational practices and meet regulatory requirements

2. Develop diversity and inclusion strategies in collaboration with others	2.1 Confirm objectives to enhance diversity and inclusion within organisation with required stakeholders 2.2 Consult and establish management strategies that support valuing and leveraging diversity and inclusion 2.3 Communicate objectives and rationale to relevant stakeholders 2.4 Obtain agreement and endorsement for diversity and inclusion objectives and collaboratively establish targets 2.5 Contribute to development of required contingency strategies
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