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Trainer Manual & Assessment

Manage Human Resource Services

BSBHRM501

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Overseas Student Information

If you are an overseas student and you have a problem with your school or college that you haven't been able to fix, the Overseas Students Ombudsman might be able to help. The Ombudsman is a free complaint investigation service, available to people on student visas who are studying with private providers. You can read more about what the Ombudsman does, or make a complaint online, by visiting oso.gov.au.

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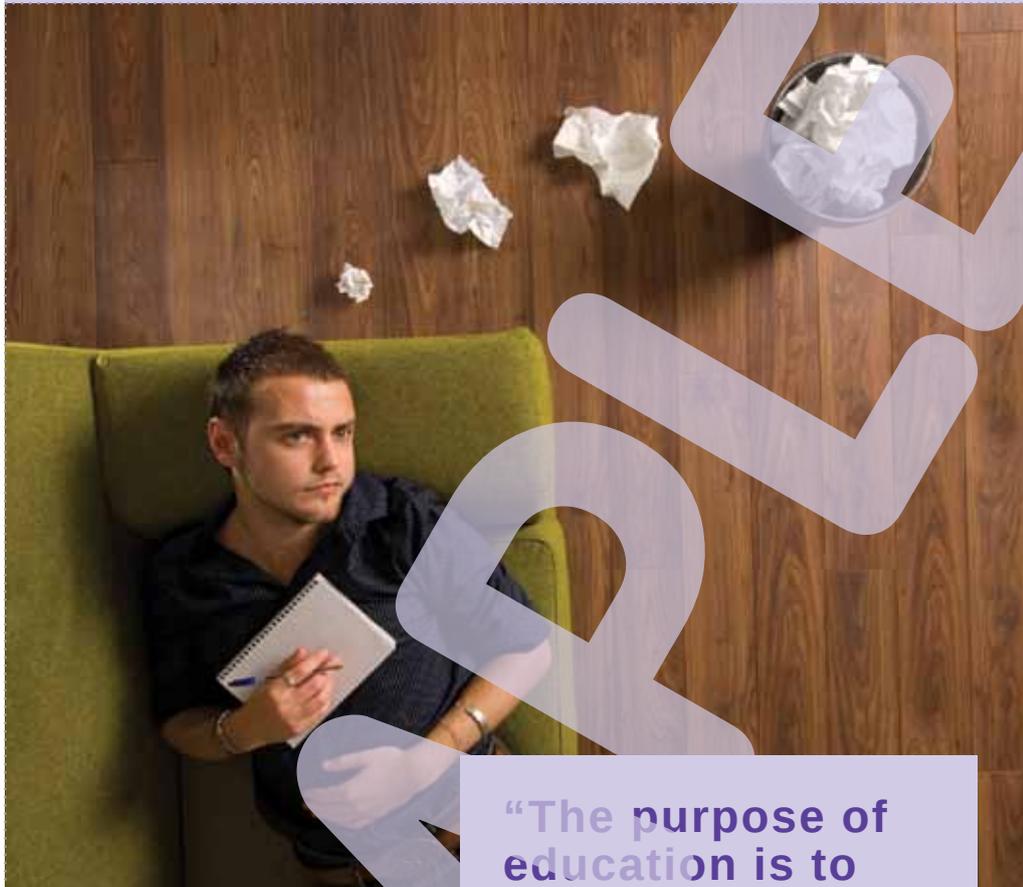
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About BSB Business Services Training Package

> **"The purpose of education is to replace an empty mind with an open one."** Malcolm Forbes

About the Business Services Industry

The BSB Business Services Training Package covers a diverse range of industries and occupations. Business Services covers a range of cross-industry functions and services supporting the commercial activities of all industries.

Defining Qualifications

When units of competency are grouped into combinations that meet workplace roles, they are called qualifications. These qualifications are aligned to Australian Qualifications Framework (AQF). Each qualification will have 'packaging rules' which establish the number of core units, number and source of elective units and overall requirements for delivering the qualification.

Delivery and Assessment of Qualifications

RTOs must have the qualifications (or specific units of competency) on their scope to deliver nationally recognised delivery and assessment. RTOs are governed by and must comply with the requirements established by applicable national frameworks and standards. RTOs must ensure that training and assessment complies with the relevant standards.

Qualification Training Pathways

A pathway is the route or course of actions taken to get to a destination. A training pathway is the learning required to attain the competencies to achieve career goals. Everyone has different needs and goals, therefore requires a personalised and individual training pathway.

Foundation Skills

Foundation Skills are the non-technical skills that support the individual's participation in the workplace, in the community and in education and training.

ACSF

This Assessment meets the five ACSF core skills as described in the Foundation Skills mapping.

Introduction
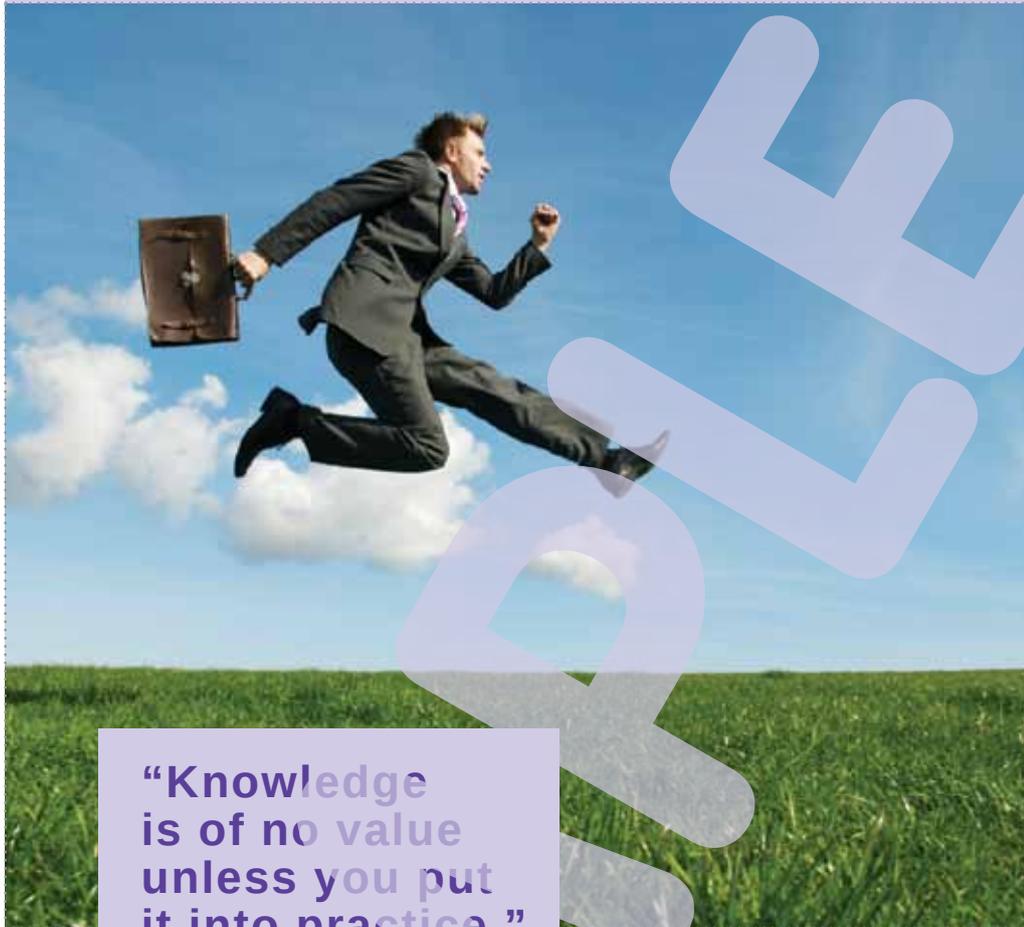
> **"Knowledge is of no value unless you put it into practice."**
>
> Anton Chekhov

This unit of competency is about being able to plan and oversee and deliver human resources services. It is not specific to any given human resources function and deals with the coordination of services and approaches.

This manual is broken up into four Elements. They are:

1. Determine Strategies for Delivery of Human Resource Services
2. Manage the Delivery of Human Resource Services
3. Evaluate Human Resource Service Delivery
4. Manage Integration of Business Ethics in Human Resource Practices.

At the conclusion of this training you will be asked to complete an Assessment Pack. The information contained in this resource will assist you to complete this task.

On completion of this unit of competency you will have demonstrated your ability to plan, oversee and deliver human resources services.

ELEMENT 1:
Determine Strategies for Delivery of Human Resource Services

Performance Criteria Element 1

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

Determine Strategies for Delivery of Human Resource Services

Human Resource Management Services and Programs

In this Manual we are going to examine the management of human resource systems within an organisation. It should be noted that systems management and implementation is quite similar for a number of different areas within an organisation and so we will be taking a broad overview of the process, but Human Resource planning and systems have a number of specific requirements that must be addressed.

There are a wide variety of uses of the term, systems management, in a workplace. In its most general use, a workplace system refers to an organisation bringing together resources that will be used to accomplish a certain goal or set of goals. In terms of human resources planning and systems, this means bringing together those resources that are needed to ensure the human resources goals of an organisation are met.

The development and implementation of a workplace system can be confusing and difficult to comprehend. This is especially so for systems that are used to manage people, as there are often very few hard resources that are used within the system. Rather you have soft resources – policies and people to get the system running – rather than machines and processes that can be easily seen.

It is often easiest to think of a system as being like any organisation – it is made up of very similar sets of resources. But it is the way that these resources are put to use that differentiates one system from another. So what are the key components of a good workplace system? Any good system is made up of: inputs, processes, outputs, and outcomes. Between each of these major components you will have feedback to ensure each part works well with the rest. So by looking at a system as being made up of these individual parts, you can begin to break down the plans and strategies to determine what is required. Let's look at some of the major parts of a good human resources system and plan.

- **System Inputs**

  These are the resources needed to run the system. It may include money, facilities, equipment, and most importantly, people.

- **Processes**

  These are used to ensure that the system will be able to deliver what is required of it. It often includes quality procedures, policies, and other regulatory components. They are used to determine how the organisation is going to deliver an effective human resource system.

- **Outputs**

  This determines the units of service. What will the system be required to actually produce? This can be quite difficult to measure in a human resources system.

- **Outcomes**

  Outcomes are the impacts on the customers and staff who are affected by the process and its results. For example, an outcome may be more motivated or happier employees, employees better suited to their role, or any other of many different measures that may be adopted.

What Constitutes a Great Human Resource System?

There are a wide range of components to any system, but when you begin the planning process it is vital that you consider the following points. This will ensure that the system that you develop will be in the best position to meet the needs of the organisation in improving overall human resources performance.

If you consider these points when you are developing a human resources plan and processes, you can be assured that the system developed will be able to cope with the inevitable change that is brought about in any modern organisation. Let's look at a few of the most important points to consider when developing a human resources system.

- **The System must Complement the Organisation's Mission**

  Each system you put in place should be strongly associated with the organisation's overall mission. The plan that you develop should take the organisation's mission statement and use this as the basis for the system that it develops. The mission statement of any organisation is aimed at ensuring the organisation knows where it is heading, and so the plans that you develop, and the systems within the organisation, should also reflect this mission. By aligning your planning with the organisation's mission, you are putting the organisation in a strong strategic position.

- **Always Involve Management at all Levels**

  A major responsibility of top management is to set strategic direction for an organisation. Because of this, it is important that the organisation, as a whole, involves management at all levels in the planning process for human resources management. These types of decisions are strategic in nature, and considering the opinions of senior management is critical to the success of the systems. By considering strategic viewpoints, you can be sure that you are working to align the systems with overall strategy and direction of the organisation.

- **It may not be Perfect Immediately**

  Systems planning is a long and difficult process. This means that the initial plans may not be perfect right away. It may take time to develop the system to a point where it is really working for the organisation. By ensuring that you involve the right people in planning for the system, and ensuring that everyone is aware of where the organisation wants to head in the future, you will be working towards the right system. But once you have developed the system, it is important to not consider it set in stone. Use feedback from within the system to develop it further and further. Only then will the system be most effective in dealing with the human resources requirements of the organisation.

- **System Planning and Strategic Planning**

  We mentioned this previously, but it is a very important point. When developing any business system, it is critical that you consider the bigger picture. Take the time to look at strategic plans for your organisation and attempt to determine where the human resources system fits within the big picture. Strategic plans may include reviewing the organisation's vision, mission, values, overall strategic issues, and strategic goals (each of which, in some organisations, becomes a human resources system) and strategies to reach the goals (strategies to reach the goals often are the roadmap for how human resources meets its own goals).

- **Build a Planning Team**

  The human resources plan and services should not be developed by an individual in isolation. It should be developed by a team of people from throughout the organisation to ensure that its scope is right. The chief executive, key planners, relevant middle managers, and major customers (internal or external) should be involved in system planning. Initial plans for a system are suggested to the chief executive and middle managers. System planning is often initiated as part of the organisation's overall strategic planning process and so is conducted by a strategic planning team, which should be comprised of the chief executive, employees, and key customers (internal or external), as much as possible.

The overall plan of services and systems that you develop may contain any of the following:

- Assessment and development centres
- Career management
- Competency development processes
- Counselling
- Discrimination, vilification, and harassment advice
- Education and training programs
- Feedback
- Flexible work arrangements
- Induction and orientation programs
- Industrial relations advice
- Workplace health and safety (WHS)
- Personal and career development planning
- Rehabilitation and return to work
- Remuneration / benefits advice
- Self-analysis and self-assessment
- Staff selection
- Succession planning
- Tele-working procedures
- Workers compensation.

The items that you decide to include within your system will depend entirely upon where the organisation feels it needs improvement – which is a critical part of the strategic planning process.

Keeping on Track

When you are involved in the process of developing a system of services for an organisation, you will find yourself having to make a wide range of decisions and ensuring that the system that you are developing will meet the needs of the organisation. While you are planning your system, it is important that you keep in mind a range of items. In this Element, we will provide an overview of what you need to consider while you are developing your human resources function.

"The best HR people are a kind of hybrid: one part pastor, who hears all sins and complaints without recrimination, and one part parent, who loves and nurtures, but gives it to you fast and straight when you're off track."

Jack Welch
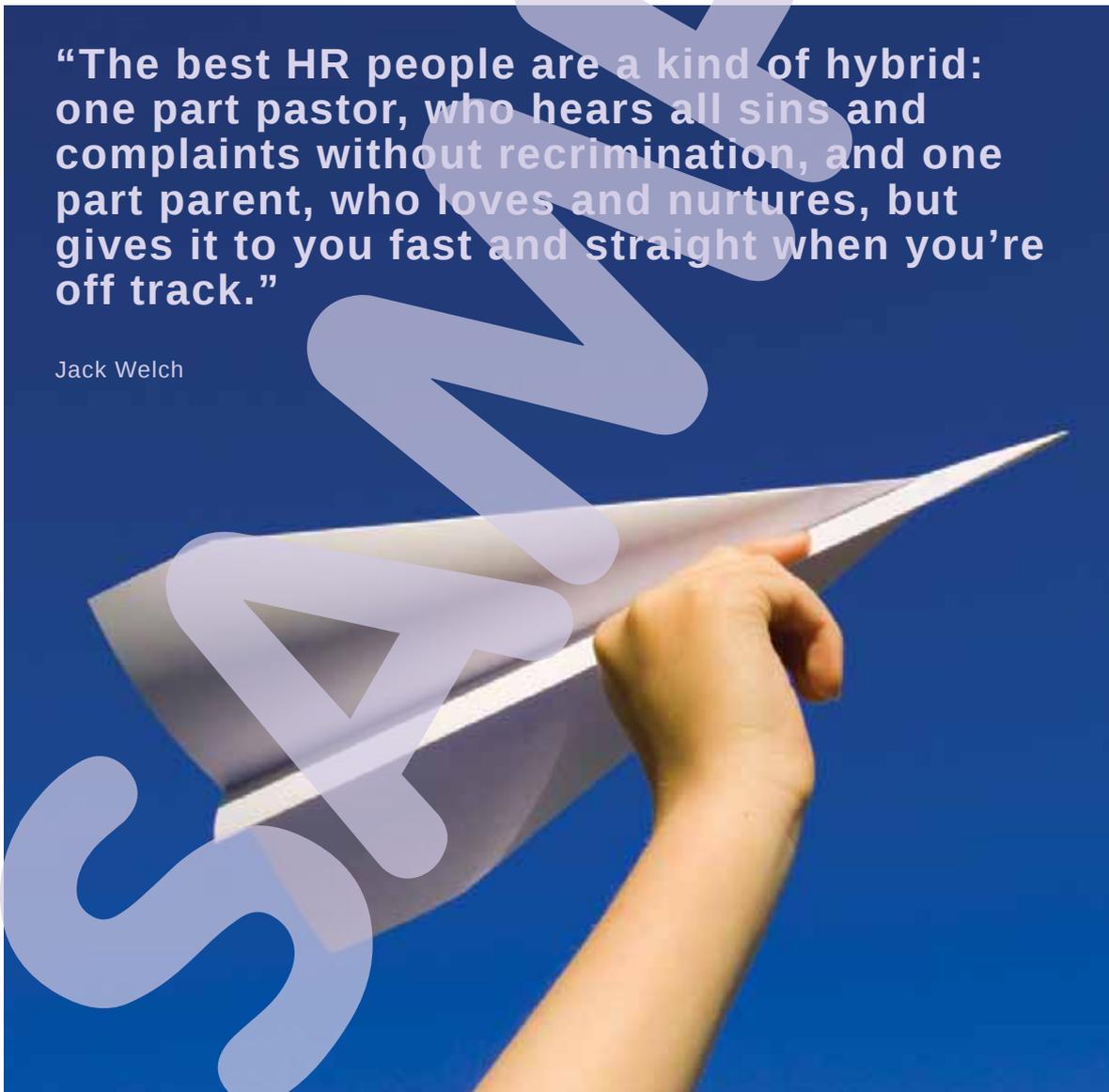
Always Focus on Results and Outcomes

Results or outcomes are anything that the system creates that will benefit your employees and/or customers. Outcomes are generally provided in terms of solutions, enhanced learning (knowledge, perceptions / attitudes, or skills) or conditions, for example, a recruitment solution that enables managers to more effectively select from Applicants. Outcomes and outputs are similar, which means that you may confuse them, but they differ in that outcomes are related to how the system works, not providing a measure related to the organisation as a whole.

The system should coordinate with any systems that currently exist within the organisation.

It is very easy to forget that most organisations already have systems in place to deal with how the business operates. This can be difficult when a new system or systems are implemented within the organisation, as it can mean that there is overlap in what is being provided and some staff may be unsure which system is to be followed. It is important to consider how systems will operate together. What inputs are needed from other managers and other systems? What ongoing feedback is needed among members of the new system and other systems? How can the new system benefit other systems?

Key Indicators

A performance indicator or key performance indicator (KPI) is the name given to a type of performance measurement. KPIs are used to evaluate the achievement of the organisation as whole or particular activities within it. Achievement can be defined in terms of making progress toward strategic goals, but often success can be measured as the repeated, periodic achievement of some level of operational goal. The choice of which KPIs to use or measure, requires clear understanding of the goals and application of the business strategy of the organisation. Different activities will require different KPIs. For example, measuring customer service and financial actions are seeking different information and require different KPIs, and they often reveal area/s where improvements can be made.

It is important to remember that these will help you establish whether the human resources services that you are introducing are necessary or not.

When determining what indicators are needed, look at anything that is associated with your intended results / outcomes. Human resources systems and programs are generally developed with an explicit set of deliverables in mind – that is what management wants to get out of the system. If you have trouble attempting to determine what you need to achieve in terms of performance indicators, imagine the system operating in a highly successful manner at some time in the future. Then describe what features of the system indicate that the system is successful.

Key Performance Indicators

KPIs are items that will assist your organisation in defining and measuring progress toward organisational goals. We touched on these earlier in this Manual, and will now flesh out this information so that you will be in a position to write the most effective KPIs for your plan.

Up to this stage, you should have spent time determining what it is you want your plan or services to achieve within the human resources section of your organisation. You should have analysed the overall mission and defined a solid set of goals. Now you need to consider exactly how you are going to measure progress toward those goals.

What Are Key Performance Indicators (KPIs)?

A KPI is critical to the success of the plans that you are developing within your organisation. The KPI that you agree to include in your plan will be a function of that plan. It will relate intimately to the way that the plan is to operate and what it is supposed to achieve. There are no hard and fast rules as to what a KPI should actually do – however, there are some key components to any KPI and we will address some of these in this section. When you write a KPI for your human resources services, you need to consider whether these KPIs are an accurate reflection of the services and plans that you are actually going to implement.

The KPIs that you select to be a measure of the success of your planning need to ensure that they reflect the organisation's overall goals. Think of the KPIs name – they must be KEY to the success of the plan. If they are just interesting sidelines, they are not to be used as a KPI. KPIs must also be quantifiable – if you are not able to measure and compare results, you are not going to know whether the plan was actually a success or not.

Be Short-Term and Long-Term Focused

Getting any system off on the right foot can be difficult. You may have been so focused on what you wanted to achieve next year from the system that you simply didn't consider what is needed next week. Strategic plans generally focus on the next two or more years of the business's operations. However, this may leave you with little indication of what the system needs to be doing right now. Look forward but don't forget about the now.

Goals

The goals and objectives that you want your human resources services and plans to achieve are critical components of the planning process. You need to be carefully considering what it is that you need the system to achieve. But, further break down each major goal into three to five smaller goals that need to be achieved first. This will give you a good platform to work from. When writing goals, you need to ensure that they are written in such a way that the organisation is able to determine whether or not the goal has actually been achieved. Set some guidelines in place that allow you to determine whether a goal has been reached, and whether or not there is still work that needs to be done in order to reach the given goal. The human resources system's goals may be aimed at fixing a given problem that is known to exist, and to this end, you may find the writing of achievable goals to be much simpler and easier to achieve.

Processes

At this stage, you should already know what is needed by your system and what goals you need to achieve in order to reach those objectives. You now need to consider the processes that you will adopt to allow you to reach those goals. The planning process can now begin to look at documenting the general purpose for the overall system. You can then take the time to consider whether the processes that you have in place will actually allow you to accomplish what you wish them to, or whether you need to document new processes and services to reach the goals you wish to achieve.

System Resources and Budget

The final step in the planning process is to examine exactly what resources you will require to achieve your plan. This will involve looking at the system's process so that you can associate what resources are needed to carry out that process. These resources could include (but are not limited to) personnel costs, training, space, equipment purchase or rental, travel, copier, telephone, general office supplies, and the like. Once you have determined what you need, you can begin the process of creating a simple budget for your system. This can be done by estimating the cost for each resource identified.

Legislative Requirements

Before we leave the planning stage, let's go through some of the legal principles that underlie human resources management. Each of these plays a considerable role in ensuring that your plan will meet the needs of the organisation. It is important that you spend time considering each in the planning process.

- **Work Health and Safety Act 2011 (WHS Act)** (http://www.safeworkaustralia.gov.au)

Work Health and Safety (WHS) legislation is designed to ensure a safe and healthy workplace, and to reduce the number of injuries in the workplace by giving all staff responsibilities. Employers, self-employed people, those in control of work premises, machinery and substances, designers, manufacturers, suppliers and workers all have obligations with regard to workplace health, safety and welfare.

Although it differs in detail from state to state, in general Australian WHS legislation is aimed at achieving:

- Provide and maintain a safe working environment and safe systems of work

- Provide information to employees in relation to health, safety and welfare in the workplace.

Employees also have responsibilities under the health and safety laws:

- Follow instructions and rules in the workplace

- Work and behave in ways which are safe and do not endanger the health and safety of anyone in the workplace.

You can be disciplined by your employer or be prosecuted under the health and safety law in your State or Territory if you do not comply.

WHS Regulations

WHS is regulated by Commonwealth and state and territory government bodies. General information on their roles and responsibilities can be found at the following relevant website:

Workplace Harassment, Victimisation and Bullying:

Workplace harassment, victimisation and bullying are abuses or misuses of power characterised by aggressive behaviour or actions that intimidate, humiliate and/or undermine a person or group. Power can be due to organisational level, or occupation of any position having standing within the organisation, organisational knowledge or experience, gender, age or physical power. Workplace harassment, victimisation and bullying are unacceptable and are not to be tolerated under any circumstances. They may cause emotional damage, reduce morale and subsequently the loss of trained and talented employees.

Federal and state anti-discrimination/equal opportunity laws protect you from harassment and victimisation including: age; breastfeeding or pregnancy status; career status; disability or impairment; gender identity; being a union member (or not); sexual activity; marital status; sexual orientation; physical features (not including 'accessories' like tattoos or piercing); political activity or belief; race; religious belief; gender.

Harassment is behaviour that another person does not want and does not return and or offends, embarrasses or scares that person. Harassment is against the law if it is about a person's disability, sex, race, colour, national or ethnic origin, any element covered in EEO legislation, or is of a sexual nature.

Harassment refers to behaviour towards an individual or group of individuals, that may or may not be based on the attributes referred to above, and could be defined as "the repeated less favourable treatment of a person by another or others in the workplace, which may be considered unreasonable and inappropriate workplace practice. It includes behaviour that intimidates, offends, degrades or humiliates …" (ref. An Employer's guide: Workplace Bullying, Queensland Department of Employment, Training and Industrial Relations, 1998) in circumstances where a reasonable person would have anticipated the possibility that the other person would be offended, humiliated or intimidated by the conduct.

Often harassment in the workplace involves a misuse of power. This might be a person in authority who intentionally undermines, humiliates or destroys the confidence and self-esteem of an individual or group. Harassment may occur between people of any gender. It can also occur between co-workers, one or more of whom may deliberately demean, offend or intimidate a colleague, between students and between students and staff.

Under federal and state legislation unlawful harassment occurs when someone is made to feel intimidated, insulted or humiliated because of their race, colour, national or ethnic origin; sex; disability; sexual preference; or some other characteristic specified under anti-discrimination or human rights legislation. It can also happen if someone is working in a 'hostile' - or intimidating - environment.

Sexual Harassment is behaviour of a sexual nature that is unwelcome, unsolicited and unreciprocated. The gender and sexual orientation of the perpetrator or victim is irrelevant.

Examples of Harassing Behaviour

Harassment may be subtle or overt and includes, but is not limited to, the following forms of behaviour:

- Abusive and offensive language or shouting,
- Constant unreasonable criticism about work or performance, often about petty or insignificant matters,
- Deliberate exclusion, isolation or alienation of a staff member,
- Allocation of humiliating or demeaning tasks, or sabotaging a person's work,
- Setting of impossible deadlines with unrealistic expectations of work,
- Spreading gossip or false and malicious rumours with an intent to cause harm to a person;
- Sarcasm or ridicule,
- Threatening gestures or actual violence,
- Inappropriate comments about personal appearance,
- Electronic harassment such as through email, SMS,
- Hazing or bastardisation (such as harmful or humiliating initiation rituals).

Victimisation occurs when a person does an act, or threatens to do an act against a person because:

○ They have made a complaint, (complainant) or are associated with a person who has made a complaint under this policy, or

○ They have had a complaint made against them (respondent) or are associated with a person who has had a complaint made against them under this policy.

Bullying is a form of harassment. Bullying behaviour is based on the misuse of power in human relationships. From an occupational health and safety perspective, workplace bullying is defined as: repeated, unreasonable behaviour directed towards a person or group of persons at a workplace, which creates a risk to health and safety.

"Unreasonable behaviour" is behaviour that is offensive, humiliating, intimidating, degrading or threatening. It includes, but is not limited to:

○ Verbal abuse

○ Initiation pranks

○ Excluding or isolating employees

○ Giving a person the majority of an unpleasant or meaningless task

○ Humiliation through sarcasm, or belittling someone's opinions

○ Constant criticism or insults

○ Spreading misinformation or malicious rumours

○ Setting impossible deadlines

○ Deliberately changing work rosters to inconvenience certain employees

○ Deliberately withholding information or resources, that are vital for effective work performance

○ Manipulating the impression of others to split the work group into taking sides

○ Displaying written or pictorial material which may degrade or offend certain employees

Examples of bullying include yelling, abusive language, continually criticising someone, isolating or ignoring someone, imposing unnecessary pressure with overwork or impossible deadlines and sabotaging someone's work, or their ability to do their job by withholding vital information and resources.

Additional information for managers and supervisors related to workplace harassment can be found in the 'Prevention of Workplace Harassment Advisory Standard 2004' guidelines which are at https://www.qld.gov.au/law/your-rights/workplace-rights/harassment-and-bullying/ and also at the following websites:

http://www.safeworkaustralia.gov.au/sites/swa/about/publications/pages/guide-workplace-bullying

http://www.business.gov.au/business-topics/employing-people/Pages/equal-employment-opportunity-and-anti-discrimination.aspx

- **Environmental Issues** (http://www.abs.gov.au/ausstats/abs@.nsf/mf/4602.0.55.001)

Modernisation and commercialisation have created problems for the environment. Everything from air and water quality to denuding of forests are affected. Various countries have laws to protect their environments, but others do not. All projects are subject to environmental influences and these should be determined in the early stages to allow appropriate measures to be built into the project and budget.

- **Equal Employment Opportunity Act** (Commonwealth Authorities) 1987 (http://www.business.gov.au/business-topics/employing-people/Pages/equal-employment-opportunity-and-anti-discrimination.aspx)

This *Act* refers to the right of all employees to be treated fairly and equitably regardless of their culture, religion or beliefs through the recruitment, selection, access to information, supervision and management.

The main focus of EEO is to ensure:

- Fair work practices

- The making of unbiased decisions

- Recognition and respect of various cultural and social backgrounds of all staff and customers

- Training development which meets employee needs and customer satisfaction.

The *EEO Act* looks to dissolve discrimination in the workplace. It works to improve conditions so as to reduce employees feeling any negative attitudes or feeling isolated at work.

When hired by an organisation, employees are to:

- Work at the best capacity and complete all tasks and duties given to them

- Work in collaboration with all their colleagues, regardless of any cultural diversity that may exist

- Refuse to accept or to tolerate any form of harassment.

- **Industrial Relations**

The national industrial relations system (governed by the Fair Work Act 2009) covers private sector workers in all states except Western Australia. Awards and enterprise agreements must also be met.

Internet Guides to Industrial Relations:

- Best practice guide for young workers (http://www.fairwork.gov.au/ArticleDocuments/711/A-guide-for-young-workers-best-practice-guide.pdf.aspx?Embed=Y)

- Employment Law (http://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/Browse_by_Topic/employmentlaw#Legislation)

- Industrial Law (http://www.worldlii.org/catalog/79.html)

- ○ Hot Topics: Employment and the Law (http://www.austlii.edu.au/au/other/liac/hot_topic/hottopic/2002/2/)

- ○ Things everyone should know (http://www.fairwork.gov.au/find-help-for/young-workers-and-students)

- ○ WebLaw – Industrial Law (http://www.library.usyd.edu.au/libraries/law/lig_primary.html)

- **The Anti-Discrimination Act 1977** addresses discrimination issues related to:

  - ○ Sex

  - ○ Race, colour, nationality, ethnic or ethno-religious background

  - ○ Physical or intellectual or psychiatric disability, or any organism capable of causing disease

  - ○ Homosexuality (male or female, actual or presumed)

Racial Discrimination, harassment and defamation are all unlawful. People may not be treated unfairly because of their nationality, descent, race, religion or colour. Any behaviour that is unwelcome and puts someone down, embarrasses them relating to any of the things listed earlier.

Anyone who believes they have been subjected to racial discrimination, harassment or vilification have the option to seek assistance from the relevant Anti-Discrimination Board and/or the Human Rights and Equal Opportunity Commissioner who will advise them of their rights under the legislation.

Federal, State and Territory laws:

The laws protecting individuals from being treated unfairly because of their race, colour, nationality, descent, ethnicity or ethno-religious background are the Federal Racial Discrimination Act (1975), and the Racial Hatred Act (1995). Each state and territory has specific legislation cover in this area. Further information is available at www.humanrights.gov.au.

- **Codes of Practice** (http://www.business.gov.au/business-topics/selling-products-and-services/fair-trading/Pages/codes-of-practice.aspx)

Codes of Practice are sets of guidelines and regulations to be followed by members of some profession, trade, occupation, organisation etc. They are not usually covered by law, but rather by agreement of participants or members. Data in the Codes of Practice database consists of several different types - Codes of Practice (Australian & International) and Standards (Australian & International).

Resourcing the Plans

Resources are the objects and the people that will allow your business to produce goods or perform services for your customers. In business planning jargon they are categorised as 'physical' and 'human' resources.

- **Physical Resources**

  Make a list of the physical resources you will need and the associated costs of each item.

- **Human Resources**

  The bulk of your outlay on staffing will be wages and workplace insurance contributions. But you should also consider the other costs of recruiting and employing staff.

It's important to be as accurate as possible in your costings. Undercapitalised businesses often fail when they run out of cash. On the other hand, if you borrow too much, you may be saddling yourself with unnecessary debt. Once again, investors will want to know exactly how much you will need and what you will be spending this money on.

Making the Decisions

So, once you understand the business strategy, and the organisational plans, and all of their associated elements, you are ready to make decisions and recommendations. Ensure that you have considered any possible human resource requirements which may include:

- Assessment and development centres

- Career management

- Competency development processes

- Counselling

- Discrimination, vilification, and harassment advice

- Education and training programs

- Feedback

- Flexible work arrangements

- Induction and orientation programs

- Industrial relations advice

- WHS processes and procedures

- Personal and career development planning

- Rehabilitation and return-to-work schemes

- Remuneration and benefits advice

- Self-analysis and self-assessment

- Staff selection

- Succession planning

- Tele-working procedures

- Workers' compensation.

Next, check that your assessment of the external business environment has taken into account and included consideration of:

- Unemployment rates

- Competition for workers

- Skills and labour shortages

- Market trends

- Economic conditions

- Changes in technology

- Industry changes.

Ensure that you have consulted with line and senior managers to identify their human resource need to enable them to effectively function within the organisational team.

Finally, start to develop options for delivering human resources services. Each of the options you are interested in recommending must include:

- A cost-benefit analysis

- Risk analyses

- Recommendations to groups and individuals who have a role in the implementation of policies, procedures, or decisions, and/or are affected by their implementation.

Once you have short-listed your preferences, ensure that they meet all legislative requirements such as award and enterprise agreements, and relevant industrial instruments, relevant industry Codes of Practice, and relevant legislation from all levels of government that affects business operation, especially in regard to WHS and environmental issues, EEO, industrial relations, and anti-discrimination organisational policies and business goals.

All recommendations must meet the requirements and achievement of the goals documented in all of the organisational strategic and business plans.

Action Plans

Once you have made your recommendations, and they have been adjusted and are accepted, you must then develop action plans for delivery of the services.

Action planning is a process which will help you to focus your ideas and to decide what steps you need to take to achieve particular goals. It is a statement of what you want to achieve over a given period of time. Action plans are an internal document that lists the actions that must be taken on a day-to-day basis to support and grow the organisation or initiative. The initiatives may involve customers, employees, suppliers, and other stakeholders.

Action Plan Title

Tip: Make each action step as simple and specific as possible, breaking down complex actions into single steps.

Goal:

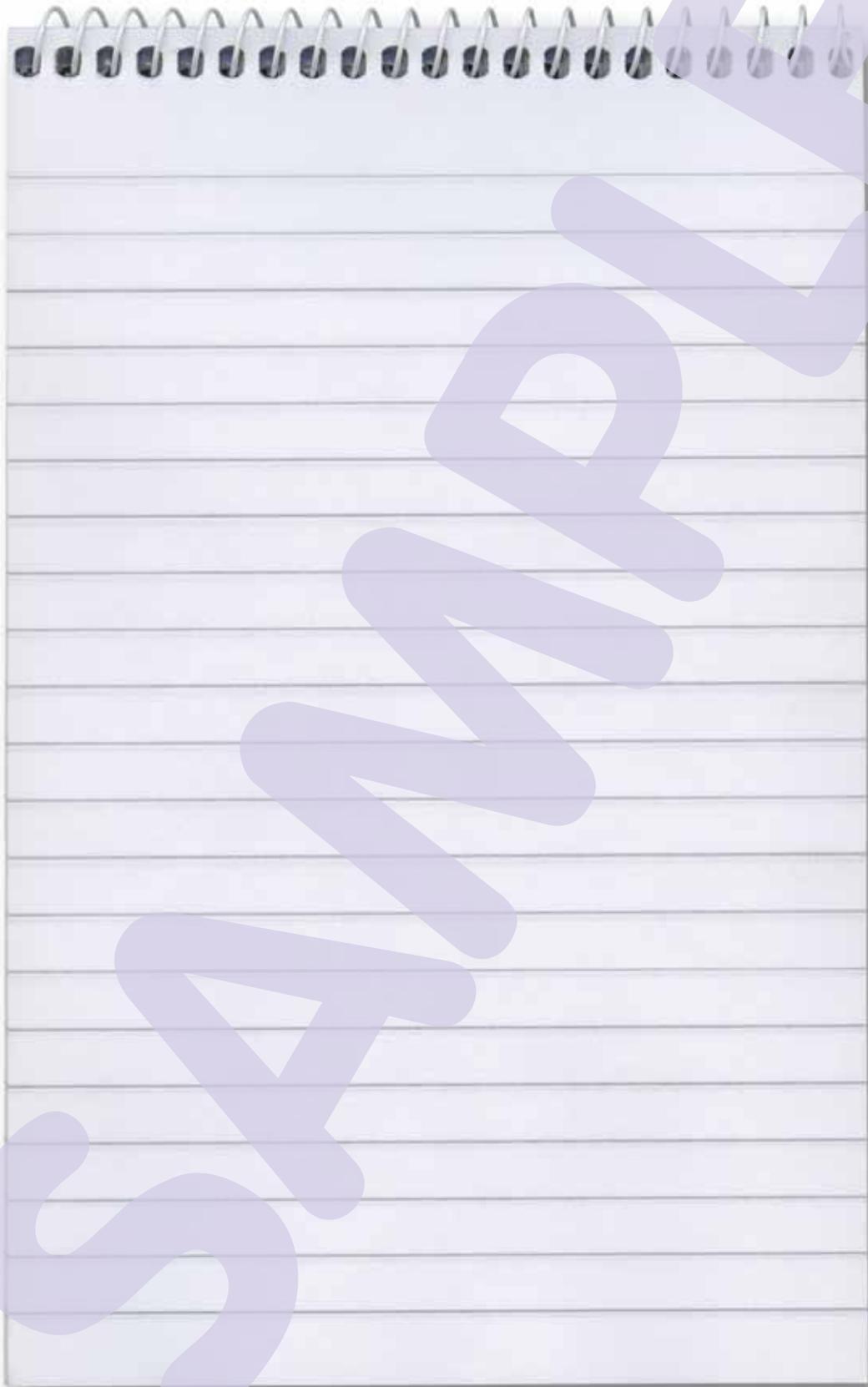| Action Step *What needs to be done?*	Responsible Person *Who should take action to complete this step?*	Deadline *When should this step be completed?*	Necessary Resources *What do you need in order to complete this step?*	Potential Challenges *Are there any potential challenges that may impede completion? How will you overcome them?*	Result *Was this step successfully completed? Were any new steps identified in the process?*

Once completed, ensure that you meet with all those who will have a role or are impacted by the plan, and clarify the roles and responsibilities therein. This will probably include:

- The human resources team

- Line managers

- External contractors.

Notes

BSBHRM501 Manage Human Resource Services
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Activity One

Think about the various HR services that are present in an organisation you are familiar with and list these down along with the types of policies and procedures you would expect to govern how each of these services is run.

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Trainer's Notes for Activity One

The Learner should have provided a list of services on offer in their organisation that they are familiar with and provided a list of policies and procedures that guide each of these services. These should be confirmed by the Assessor in pre-assessment interviews with the employer.

Key Points Element 1

- **The first step is developing effective services and systems is to analyse business strategy and operational plans to determine the actual human resources requirements.**

- **Next, review the external business environment and its likely impact on organisation's human resources requirements.**

- **Then, consult with line and senior managers to identify human resources needs in their areas.**

- **Review the organisation's requirements for diversity in the workforce.**

- **Develop options for delivery of human resources services that comply with legislative requirements, organisational policies, and business goals.**

- **Develop and agree on strategies and action plans for the delivery of human resources services.**

- **Finally, agree and document the roles and responsibilities of the human resources team, line managers, and external contractors.**

Element 1 – 'True' or 'False' Quiz

		True	False
Q	Only the highest level of management should be involved in systems development.		✓
	By involving a wide range of people, you develop a stronger system.		
Q	KPIs should be broad in nature.		✓
	They must be specific and measurable.		
Q	Systems only have inputs and outputs.		✓
	There is also feedback, outcomes, and processes to consider.		
Q	Services require both physical and human resources.	✓	
Q	KPIs are indicators to measure the performance of a system.	✓	
Q	Outputs and outcomes are the same things.		✓
	Outputs are physical, outcomes are not.		
Q	Rehabilitation is an example of a human resources service.	✓	
Q	Services and systems are separate from the overall organisational plan.		✓
	The two must complement each other.		
Q	HRM systems are managed in a similar manner to any other system.	✓	