

HUMAN RESOURCE MANAGEMENT

HR01 EMPLOYMENT APPLICATIONS

The systematic processing of employment application is a first step in achieving an objective and legally defensible recruitment procedure. All tasks progress more smoothly and efficiently if they are structured in a logical sequence of steps, and the administration of employment applications is no exception. Commencing with a comprehensive list of selection criteria for all potential vacancies, and supported by the knowledge of the variety of sources from which applications might be drawn, the handling of employment applications proceeds step-by-step to a short list of eligible applicants for a specific vacancy.

In this unit you will be expected to draw on a variety of resources in order to gain a practical overview of administrative procedures, and also to implement those steps with one or more actual vacancies. In consultation with the appropriate personnel in your company you will:

- assist in identifying the selection criteria for that vacancy;
- prepare vacancy notices and distribute them to the appropriate sources of potential applicants;
- process the applications received, including developing a short-list of suitable applicants.

In close liaison with Human Resource staff you will collate the documents involved in the process, including past advertisements so that formats do not have to be redeveloped for every vacancy.

HR02 EMPLOYEE SELECTION

The sequence of steps in selecting employees is important to the end result and to ensure that the company abides by the relevant legislation, for example, anti-discrimination laws. This unit covers the selection process in a systematic way to assist you to arrange and conduct interviews (and tests where appropriate), select employees, and ensure the administration of notifications, medical examinations, inductions and record keeping is implemented efficiently.

Employees' selection is a logically sequenced process and you will be planning and implementing each step, from preparing an interview schedule through to arranging the inductions for new employees.

HR03 WORK TEAM DEVELOPMENT

Teamwork in the workplace is not new. There is enough evidence and research to show that people who work in teams achieve more, are more satisfied and more successful than those who work in the traditional hierarchical systems.

The role of the supervisor is changing. He/she will require different skills and knowledge to become a successful team leader.

However, supervisors relish achievement and, as successful team members, utilising their team leader skills to achieve objectives and goals. Job satisfaction follows. Team development is not necessarily easy, melting down decades of tradition and culture takes time and patience. However, supervisors already possess many of the skills required for the task ahead and this unit is designed for the team leader to identify and recognise knowledge and skills necessary for successful team development.

HR04 WORK COORDINATION CONTROL & REVIEW

Each one of us manages the work we do in our jobs. We can do this much better if we have planned our own activities in keeping with departmental, site and company plans. We also need to have a *process of control* to ensure that actual activities conform to planned activities.

This unit covers the control process in a systematic way to assist us to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with pre-determined standards, to determine whether there are any deviations and to measure their significance and to take any action to ensure that company resources are used in the most effective and efficient manner.

HR05 WORK SUPERVISION

The planning, organising, leading and control of work is vital to the success of any undertaking whether it be non-profit or profit oriented, private or government organisation, amateur or professional, sporting or social club.

The skills and knowledge required of the modern line supervisor whether his/her title is director, manager, superintendent, supervisor or foreman are many, but primarily supervision means improving productivity with the best use of resources available.

A modern supervisor needs a broad understanding of many things, including setting objectives, verifying resources, selecting people, instructing on the job, delegating responsibilities and through all this, displaying leadership control.

HR06 PERFORMANCE MONITORING & APPRAISAL

It is a prime responsibility of supervisors to assist individual team members to improve their performance and to achieve their full potential in the workplace.

This unit assists supervisors in the development and application of knowledge and skills to be able to demonstrate competency on the job in monitoring, appraising, counselling and coaching to improve individual work performance.

The work performance of the individual team member is vital to the success of that person's career, his/her contributions to team objectives and company performance as a whole.

People may have difficulty in verifying their own work performance and timely feedback is essential in acknowledging and reinforcing acceptable or exceptional performance. In cases where under performance is recognised, assistance in overcoming barriers to improvement, taking corrective action and coaching individual improvement brings its own rewards to both the person being assisted and to the supervisor.

Performance appraisal can at times seem to be challenging. However, if it is conducted using a systematic and planned approach and carried out for the right reasons, success and improvement for both parties is the ultimate reward.

HR07 LEARNING NEEDS IDENTIFICATION

This unit is directed towards the identification of the learning needs of individuals. As such it is different from the identification of organisational or other learning needs.

The learning needs of individuals are related to discrepancies in their performance that result from deficiencies in the skills or knowledge required for that performance.

Learning is often the answer when the actual performance of a person in a job falls short of the required performance. However, this is not always the case. Learning is not always the answer. The person may know how to perform to the required standard but may not be able to do so because of barriers to performance or other reasons. In these situations, having people learn to do that for which they already have the knowledge and skill will still not result in the desired performance. This unit covers a process of identification of genuine learning needs for which the provision of learning can bring about the desired improvement in performance.

HR08 LEARNING COURSE DEVELOPMENT

This unit is directed towards providing learners with the knowledge and skills necessary to respond to identified on the job learning needs by the development of learning courses which will meet those needs.

The development of instructional objectives from identified knowledge or skills deficiencies leads to the development of curricula and learning plans that are logically sequenced into units. Consideration for the needs of adult learners is an important part of this process. For learning to be effective the results must be verified both during and after the learning. Methods of verification are an integral part of the unit.

The preparation of learning material for use during learning delivery completes the unit.

The development of learning courses is one of the most critical parts of the learning process. Properly developed learning courses enable facilitators to effectively manage the learning process and learners to effectively learn. Time and effort put into development will be significantly repaid in outcomes for learners.

HR09 LEARNING ORGANISATION & ADMINISTRATION

This unit is directed towards developing learner understanding of the requirements for organising and administering learning to ensure that the most effective learning and development is delivered at the right time to the right people.

HR10 LEARNING CONDUCT AND EVALUATION

This unit is directed towards developing learner understanding of instructional objectives and learning strategies for on-the-job and off-the-job learning and the provision of suitable learning experiences. It deals with appropriate feedback on performance to learners and the provision of advice on corrective action.

The nature of the learning process encapsulated in toolbox meetings, and the involvement of learners in those meetings is dealt with in the unit.

Evaluation of the effectiveness of learning by monitoring the progress and outcomes of the process helps the learner to determine whether the learning is meeting the identified needs of individuals. The outcome of learning should be competent individuals, and the unit deals with ways in which effectiveness in this area is determined and whether amendments to the learning process may be required to achieve desired outcomes.

HR11 LEARNING VERIFICATION

Competency based learning, in itself, is not a new concept. The concept of competency is focused on what it is expected that an employee can do in the workplace, in other words - the application of knowledge and skill to the standard of performance required. Particular types of learning have applied this concept for many years e.g. airline pilots.

The re-emergence of competency based learning is seen as the inevitable outcome of the needs of companies to have a workforce that is highly skilled across a broad range of areas.

This unit covers the verification of competency in a systematic and consistent way in order that nomination of persons for individual credentials can be demonstrated to have resulted from a process that has met all of the competency requirements.

HR12 LEARNING RECORDS

This unit is directed towards developing learner understanding of the requirements for keeping accurate records of the results of learning for a variety of reasons.

HR13 EMPLOYEE RELATIONS PROMOTION

This unit is directed towards developing learner understanding of the promotion of good labour relations within the workplace.

HR14 EMPLOYEE RELATIONS ADMINISTRATION

This unit is directed towards developing learner understanding the administration of labour relations within the workplace.

HR15 CAREER DEVELOPMENT

This unit is directed towards developing learner knowledge of the requirements for career development within their organisation.

STATEMENT OF COMPLETION IN HUMAN RESOURCES

A Statement of Completion requires either:

- (a) The completion of units to the equivalent of more than 200 nominal hours followed by successful demonstration of competency in a minimum of ten units; or
- (b) Successful demonstration of competency in a minimum of ten units; or
- (c) A combination of (a) and (b).

The table indicates the range of units in the HR menu, their codes and nominal hours.

Unit Title	Code	Hours
Employment Applications	HR01	24
Employee Selection	HR02	48
Work Team Development	HR03	24
Work Coordination Control & Review	HR04	18
Work Supervision	HR05	24
Performance Monitoring & Appraisal	HR06	30
Learning Needs Identification	HR07	18
Learning Course Development	HR08	24
Learning Organisation & Administration	HR09	18
Learning Conduct & Evaluation	HR10	18
Learning Verification	HR11	20
Learning Records	HR12	18
Employee Relations Promotion	HR13	30
Employee Relations Administration	HR14	24
Career Development	HR15	20