



**Australian Government**

# **BSBHRM404A Review human resources functions**

**Release 1**

## BSBHRM404A Review human resources functions

### Modification History

Release	Comments
Release 1	This version first released with <i>BSB07 Business Services Training Package Version 8.0</i> .  Replaces BSBHRM401A Review human resources functions.

### Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to undertake research that supports work across a range of human resources functional areas.

This is a foundation unit for any person wishing to pursue competency in human resources and provides a sound basis for working across various human resources functional areas.

The unit involves broad knowledge of human resources functions, associated policy frameworks, and the administrative requirements to support these functions and policies.

### Application of the Unit

This unit applies to those requiring a broad knowledge of human resources functions. Individuals at this level would not necessarily have responsibility for supervising the work of others, although this may be the case. As human resources practitioners, their work will support effective work practices across the organisation.

### Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

### Pre-Requisites

Not applicable.

## Employability Skills Information

This unit contains employability skills.

### Elements and Performance Criteria Pre-Content

<b>Element</b>	<b>Performance Criteria</b>
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.</i>

## Elements and Performance Criteria

1. Research human resources functions	<p>1.1 Review business strategy and human resources strategy, clarify <b>human resources issues</b> for review, and document scope of review</p> <p>1.2 Identify local, state or territory, national and international human resources networks for human resources professionals</p> <p>1.3 Identify information sources for human resources data and information</p> <p>1.4 Select a <b>research strategy</b> suitable to the topic and consult with <b>relevant personnel</b></p> <p>1.5 Undertake research and review research findings</p>
2. Review policy and procedures frameworks	<p>2.1 Locate policies and procedures relevant to the organisation</p> <p>2.2 Analyse strengths and weaknesses of policies and procedures</p> <p>2.3 Consider legislation, regulations and standards that apply to the policies and procedures and the organisation</p> <p>2.4 Identify sustainability issues that relate to human resources functions</p>
3. Apply ethical framework	<p>3.1 Review <b>ethical requirements</b> associated with the human resources function under review</p> <p>3.2 Consider ethical obligations and confidentiality requirements of human resources personnel working in the area under review</p> <p>3.3 Document behaviours associated with working ethically in the area under review</p>
4. Analyse HR metrics	<p>4.1 Select appropriate technology to gather <b>workforce data</b> and information to review human resources functions</p> <p>4.2 Identify <b>sources of workforce data</b></p> <p>4.3 Collate and analyse data and establish key trends and critical information</p>
5. Report on research outcomes	<p>5.1 Identify options for change suited to organisational culture, and any possible change barriers</p> <p>5.2 Collate, analyse and document key findings of the review</p> <p>5.3 Write report on outcomes of research</p> <p>5.4 Develop recommendations for change</p>

## Required Skills and Knowledge

*This section describes the skills and knowledge required for this unit.*

### Required skills

- judgement and decision-making skills to review ethical and policy frameworks and recommend suggested improvements
- literacy skills to:
  - research an issue
  - write a clear and legible report that documents key issues coherently
- technology skills to:
  - gather and analyse workforce data
  - manage data in human resources information systems according to legislation and policies.

### Required knowledge

- human resources functions and policy frameworks
- legal and compliance requirements for working in human resources
- roles and responsibilities of human resources practitioners.

## Evidence Guide

*The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.*

<b>Overview of assessment</b>	
<b>Critical aspects for assessment and evidence required to demonstrate competency in this unit</b>	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> <li>• prepare a research report that reviews a key human resources function in an organisational context and demonstrates understanding of the requirement for sound policy, ethical approaches, and appropriate organisational change processes</li> <li>• analyse workforce data</li> <li>• apply knowledge of legal and compliance requirements for working in human resources.</li> </ul>
<b>Context of and specific resources for assessment</b>	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> <li>• examples of human resources policies and files on performance feedback, disputes and grievances, workers' compensation and leave applications.</li> </ul>
<b>Method of assessment</b>	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> <li>• assessment of reports on outcomes of research</li> <li>• direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate</li> <li>• observation of presentations on human resources functions being reviewed</li> <li>• oral or written questioning to assess knowledge of human resources functions being reviewed and policy frameworks</li> <li>• evaluation of research undertaken</li> <li>• review of documentation analysing the strengths and weaknesses of policies and procedures</li> <li>• review of documentation of behaviours associated with working ethically in the area under review.</li> </ul>
<b>Guidance information for assessment</b>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p>

	<ul style="list-style-type: none"><li>• other units from the Certificate IV in Human Resources.</li></ul>
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## Range Statement

*The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.*

<p><b><i>Human resources issues</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• change management</li> <li>• employee assistance programs</li> <li>• grievances and disputes</li> <li>• human resources information systems (HRIS)</li> <li>• industrial relations</li> <li>• learning and development</li> <li>• payroll administration</li> <li>• performance management</li> <li>• rehabilitation and return-to-work schemes</li> <li>• remuneration</li> <li>• selection and recruitment</li> <li>• succession planning</li> <li>• workplace health and safety (WHS).</li> </ul>
<p><b><i>Research strategies</i></b> may involve:</p>	<ul style="list-style-type: none"> <li>• interviews</li> <li>• literature searches of print and online resources</li> <li>• statistical analysis</li> <li>• surveys.</li> </ul>
<p><b><i>Relevant personnel</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• experienced human resources practitioners</li> <li>• managers and team leaders</li> <li>• industry experts and spokespersons</li> <li>• training and development staff.</li> </ul>
<p><b><i>Ethical requirements</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• addressing improper behaviour</li> <li>• applying company values</li> <li>• codes of conduct</li> <li>• principles, such as confidentiality, fairness, respect, impartiality and integrity</li> <li>• managing information according to legislation and organisational policies, including privacy requirements</li> <li>• reporting processes.</li> </ul>
<p><b><i>Workforce data</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• absenteeism rates</li> <li>• climate and opinion surveys</li> <li>• days of work lost through accident or injury</li> <li>• demographic data on the workforce, such as age and gender</li> <li>• learning and development data, such as training records</li> </ul>



	<ul style="list-style-type: none"> <li>• leave entitlements</li> <li>• number of workers in different roles or occupations</li> <li>• payroll and remuneration data</li> <li>• records of grievances, bullying and complaints</li> <li>• retention and attrition rates.</li> </ul>
<i>Sources of workforce data</i> may include:	<ul style="list-style-type: none"> <li>• Australian Bureau of Statistics (ABS)</li> <li>• databases</li> <li>• electronic or paper forms</li> <li>• employee records</li> <li>• HRIS</li> <li>• interviews</li> <li>• surveys.</li> </ul>

## Unit Sector(s)

Workforce Development – Human Resource Management