

UNIT TITLE: MANAGE THE EFFECTIVE USE OF HUMAN RESOURCES		NOMINAL HOURS: 70
UNIT NUMBER: D1.HML.CL10.10 D1.HRM.CL9.01		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to manage and develop staff within an operational industry context		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Determine human resource needs</p> <p>1.1 Identify <i>operational need</i> of the enterprise and allocated human resources budget</p> <p>1.2 Evaluate current <i>staffing competencies</i> against identified current and future required competencies</p> <p>1.3 Consider <i>external and internal factors</i> likely to impact future human resource requirements</p> <p>1.4 Determine <i>key internal human resource issues</i></p> <p>1.5 Consult with <i>key personnel</i> to obtain their input</p> <p>1.6 Develop a <i>human resources plan</i> to meet identified need</p> <p>1.7 <i>Implement a human resources plan</i> in accordance with identified strategies</p> <p>Element 2: Develop and administer human resource policies and procedures</p> <p>2.1 Research and document <i>enterprise needs</i> in relation to human resource performance</p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment</p> <p>This unit applies to the application of a human resources framework for managing and developing staff within an operational industry context of the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p><i>Operational need</i> may be related to:</p> <ul style="list-style-type: none"> • Contents of business plan and strategic plans • Levels of service and customer service standards required by the organisation 	
<p>2.2 Develop and document <i>organisational disciplinary policies and procedures</i></p> <p>2.3 Develop and document <i>organisational issue</i></p>	<ul style="list-style-type: none"> • Trading times, level of competition, nature of the business, operational departments • Internal and external factors impacting the business 	

<p><i>resolution and grievance policies and procedures</i></p> <p>2.4 Develop and document <i>human resource manual</i> to guide and govern day-to-day human resource practice</p> <p>2.5 Distribute and explain organisational human resource policies and procedures</p> <p>Element 3: Organise human resources</p> <p>3.1 Participate in <i>staff selection</i></p> <p>3.2 Develop <i>staff induction programs</i></p> <p>3.3 Organise <i>work programs</i></p> <p>3.4 Develop teams to support work</p> <p>3.5 Provide for <i>supervision of staff</i></p> <p>Element 4: Lead and motivate staff</p> <p>4.1 <i>Set goals</i> to optimise work achievement</p> <p>4.2 Advise and support staff in their work</p> <p>4.3 <i>Encourage and recognise</i> initiative, effort and contribution from staff</p> <p>Element 5: Develop human resource performance</p> <p>5.1 Develop <i>staff appraisal system</i></p> <p>5.2 Notify staff in regard to implementation of internal staff appraisals</p> <p>5.3 Implement staff appraisals in-line with established protocols</p> <p>5.4 <i>Support staff</i> as a result of staff appraisals</p>	<ul style="list-style-type: none"> • Specific staffing requirements <p><i>Staffing competencies</i> may be identified and analysed using:</p> <ul style="list-style-type: none"> • Task analysis • Training needs analysis • Practical tests • Review of staff resumes • Skills audit • Personality profiling <p><i>External and internal factors</i> may include:</p> <ul style="list-style-type: none"> • Changes to business direction, including changes to financial or other circumstances • Downsizing, growth, or re-structuring of the business • Opportunities for out-sourcing human resources • Changes to legislation and/or core activities of the business • Labour market factors, including levels of unemployment, availability of suitable skills, qualified and experienced staff • Incentives available from government to employ and/or train staff <p><i>Key internal human resource issues</i> will vary between premises, but may be related to:</p> <ul style="list-style-type: none"> • Level of staff turnover • Remuneration
<p>Element 6: Provide for human resource development</p> <p>6.1 Identify <i>training and development activities and</i></p>	<ul style="list-style-type: none"> • Supervision and levels of training, motivation and reward/recognition in place • Analysis of reasons why staff leave/remain with employer

<p><i>opportunities for staff</i></p> <p>6.2 Provide and resource training and development activities and opportunities for staff</p> <p>6.3 Monitor the progress and effectiveness of human resource development that has been provided</p> <p>Element 7: Evaluate the implementation of the human resource plan</p> <p>7.1 Use <i>suitable methods</i> to evaluate the effectiveness of the human resource plan</p> <p>7.2 Assess the extent to which the objectives of the human resource plan have been achieved</p> <p>7.3 Review external and internal factors that have impacted human resource performance</p> <p>7.4 Review and evaluate human resource policies and procedures</p> <p>7.5 Review and evaluate the organisation of human resources</p> <p>7.6 Review and evaluate the supervision, leadership and motivation of staff</p> <p>7.7 Review and evaluate staff performance appraisal system</p> <p>7.8 Review and evaluate the provision of human resource development</p> <p>7.9 Recommend strategies to maintain or improve human resource outcomes</p>	<p><i>Key personnel</i> could include:</p> <ul style="list-style-type: none"> • Supervisors, managers and owners • Head office • Investors • Government officials <p><i>The human resources plan</i> could relate to:</p> <ul style="list-style-type: none"> • Information and feedback from key stakeholders • Relevant good practice models for the industry/business • Risk identification • Nominated strategies designed to achieve the identified objectives of the business plan and strategic plans • Budget • Development and identification of performance indicators that will be used to evaluate effectiveness <p><i>Implement a human resources plan</i> may include:</p> <ul style="list-style-type: none"> • Communication and explanation of the human resources plan to relevant personnel • Practical application and implementation of the strategies outlined in the plans • Support to individual department and individuals in plan implementation and execution • Monitoring actual outcomes and evaluating them against projections • Taking remedial action to bring plans back in-line with objectives • Development of job specifications and job descriptions.
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Enterprise needs may relate to:

- Service levels and service standards
- Preferences and requirements for standard operating procedures.

Organisational disciplinary policies and procedures may relate to:

- Verbal and written warnings
- Sanctions for non-compliance
- Scope of authority for management personnel
- Counselling procedures and protocols.

Organisational issue resolution and grievance policies and procedures may relate to:

- Consideration of relevant host country employment and industrial relations legislation
- Identification of procedures for dealing with and referring disputes, problems and issues through an identified hierarchy within the enterprise
- Identification of external assistance that may be employed in the event that an issue cannot be resolved internally.

The human resource manual may refer to policies and procedures that relate to topics that vary between establishments, but which may include:

- Uniform and personal appearance
- Meals and rest breaks, including rosters, holidays/leave entitlements
- Time sheets/clocks and the authorisation of overtime, including notification of absence and sickness provisions
- Use of company equipment, facilities and services
- Confidentiality and privacy, including commercial in confidence material

	<ul style="list-style-type: none">• Personal performance, including performance assessments, standards and reviews• Training and promotions• Discipline and issue resolution• Workplace health and safety• Responsibilities, including organisational structure, hierarchy and attendant authorities. <p><i>Staff selection activities</i> may include:</p> <ul style="list-style-type: none">• Advertising and recruiting employees• Short-listing applicants• Reference checking• Application of trade/competency tests• Establishing key selection criteria• Interviewing applicants. <p><i>Staff induction programs</i> may include:</p> <ul style="list-style-type: none">• Tour of premises, including detailed tour of relevant individual department• Meeting with management and co-workers• Explanation of duties, performance standards, staff performance appraisals• Training and rewards available• Explanation and demonstration of relevant safety requirements and other legislated obligations that apply to the position in question
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Work programs may include:

- Identification of workloads and work flows for each job
- Identification of legal and safety issues that apply
- Description of relevant service standards
- Allocation of necessary materials, safety equipment and resources to enable role completion
- Benchmarking of work and standards
- Employer expectations.

Supervision of staff may include:

- Planning work
- Organising resources to enable work to be completed as required
- Ensuring suitable and adequate staff to achieve identified workplace and service needs
- Directing staff regarding priorities, work to be done, standards, timing and work methods
- Controlling production, service, costs and staff performance, including the resolution of workplace issues that arise.

Set goals may include:

- Alignment with business plans and objectives
- Equality of workload and responsibilities amongst staff
- Creation of goals that are achievable, realistic, specific, measurable and trackable
- Explanation of goals to those who are responsible for their attainment
- Provision of the necessary resources to enable goal attainment
- Negotiation and delegation.

Encourage and recognise staff contribution may include:

- Development of an establishment-wide system to recognise and reward staff
- Development of trigger points that will activate rewards
- Personal interaction with staff
- Public and internal mention of staff contributions
- Use of personal efforts as role/model for other staff.

The staff appraisal system may include:

- Evaluation of workplace skills, knowledge and attitudes
- Evaluation of interactions with others, including co-workers, management, customers
- Attainment of designated goals
- Comparison with key performance indicators.

To support staff following staff appraisals may include:

- Counselling and advice
- Training, including on-the-job training, mentoring, coaching, formal courses
- Empathetic interaction with staff, including practical and emotional support
- Re-allocation of workloads, duties and responsibilities.

Training and development activities and opportunities may include:

- Formal courses, including structured in-house training
- Extension and training to multi-skill
- On-the-job and off-the-job training, including full time courses, short course
- Attendance at conferences, seminars

- Work exchanges, job rotations and secondments
- Mentoring and coaching
- Training and development offered by industry groups, government agencies and suppliers
- Promotion of staff to 'acting' positions.

Suitable methods to evaluate the human resource plan may include:

- Statistical analysis of costs, trade, revenue, materials used and other key indicators
- Interviews with and surveys of stakeholders, including staff and management and which may include the use of focus groups
- Solicited and unsolicited feedback
- Organisational reviews
- Workforce management data with an emphasis on staffing levels and labour cost figures.

Assessment Guide

The following skills and knowledge must be assessed as part of this unit:

- Host country legislation in relation to occupational health and safety, industrial relations, equal opportunity and employment, including conditions of employment and remuneration
- Leadership theory and principles
- Management theory and principles
- Conflict and grievance resolution principles and practice
- Communication, collaboration and interpersonal skills
- Training principles and an understanding of the application of training needs analysis and skills audit

- Team management protocols, including motivation, staff support
- Staff appraisals, including development, implementation and follow-up
- Goal setting
- Writing skills to produce job descriptions and specifications, human resource plans, reports and recommendations, policies and procedures.

Linkages To Other Units

- Lead and manage people
- Recruit and select staff
- Roster staff
- Develop and implement a business plan
- Plan, conduct and evaluate a staff performance assessment
- Develop and supervise operational approaches
- Develop and implement operational plans
- Apply industry standards to team supervision
- Manage and maintain effective workplace relations
- Monitor staff performance
- Monitor workplace operations
- Plan and implement a series of training events.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to prepare and implement a human resource plan
- Demonstrated ability to organise and manage staff
- Demonstrated ability to undertake staff performance appraisals

- Demonstrated ability to support staff in actual workplace situations
- Demonstrated ability to address and resolve emerging human resource issues and problems that arise
- Demonstrated ability to integrate all the above in an effective workplace context.

Context of Assessment

Assessment must ensure:

- Actual or simulated workplace conditions.

Resource Implications

Training and assessment must include the application of human resource practices in an actual or simulated, practical, operational workplace setting; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

Assessment Methods

The following methods may be used to assess competency for this unit:

- Observation of practical candidate performance
- Case studies
- Role plays
- Oral and written questions
- Third party reports completed by a supervisor
- Project and assignment work.

Key Competencies in this Unit

Level 1 = competence to undertake tasks effectively

Level 2 = competence to manage tasks

Level 3 = competence to use concepts for evaluating

	Key Competencies	Level	Examples
	Collecting, organising and analysing information	2	Research workplace contexts and factors that impact on human resource needs and functions; administer human resource policies
	Communicating ideas and information	2	Report to management; communicate human resource requirements to staff
	Planning and organising activities	2	Administer induction programs, staff recruitment and selection procedures, training plans and staff appraisals
	Working with others and in teams	2	Motivate, supervise and monitor staff activities
	Using mathematical ideas and techniques	2	Monitor and analyse human resource data
	Solving problems	2	Develop contingency plans; resolve workplace issues
	Using technology	1	Input data, manipulate data and generate reports; use staff management software