

MANAGE HUMAN RESOURCE

UNIT CODE: BUS/BM/CR/02/6

Unit Description

This unit specifies the competencies required to manage human resource. It involves developing HR policy, undertaking human resource planning, recruiting and remunerating of human resource, coordinating training and development, carrying out performance management and preparing performance improvement plans. It also entails developing functional managers' teamwork strategy, motivating organizational workforce, managing organization culture and change, managing labor turnover, carrying out succession planning, maintaining HR records and preparing human resource annual report.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop HR Policy	1.1 Policy needs are identified and established based on organization environment and changes 1.2 Policy management committee is formed and responsibilities assigned according to areas of expertise

<p>Element</p> <p><i>These describe the key outcomes which make up workplace function.</i></p>	<p>Performance Criteria</p> <p><i>These are assessable statements which specify the required level of performance for each of the elements.</i></p> <p><i>Bold and italicized terms are elaborated in the Range</i></p>
	<p>required</p> <p>1.3 Relevant information for policy formulation are gathered in accordance with nature of policy required</p> <p>1.4 Draft HR policy is prepared based on gathered information and desired policy</p> <p>1.5 Appropriate stakeholders' are consulted and amendments are made based on stakeholders' recommendation</p> <p>1.6 Draft HR policy is approved and implemented according to organization procedures and regulations</p> <p>1.7 Reviewing and revising of HR policy is conducted according to organization procedures and changing needs</p>

<p>Element</p> <p><i>These describe the key outcomes which make up workplace function.</i></p>	<p>Performance Criteria</p> <p><i>These are assessable statements which specify the required level of performance for each of the elements.</i></p> <p><i>Bold and italicized terms are elaborated in the Range</i></p>
<p>2. Undertake Human Resource (HR) Planning</p>	<p>2.1 Current human resource inventory is assessed from the HR records</p> <p>2.2 Human Resource demand and supply is forecasted in accordance with the strategic plan</p> <p>2.3 The human resource gaps are identified by comparing the current capacity with the strategic plan projections</p> <p>2.4 <i>Human resource plan</i> is developed based on the Strategic Plan</p>
<p>3. Recruit Human Resource</p>	<p>3.1 User department identifies the manpower required in accordance with the HR guidelines</p> <p>3.2 <i>Recruitment</i> plan is prepared according to the HR procedures</p> <p>3.3 The <i>media for recruitment</i> advertisement is established according to the business communication procedures</p> <p>3.4 Online applications and database for applicants to be set in accordance to HR Policy and Procedures</p>

<p>Element</p> <p><i>These describe the key outcomes which make up workplace function.</i></p>	<p>Performance Criteria</p> <p><i>These are assessable statements which specify the required level of performance for each of the elements.</i></p> <p><i>Bold and italicized terms are elaborated in the Range</i></p>
	<p>3.5 Interviewing process is carried out in accordance with HR procedures</p> <p>3.6 Selection process is conducted based on the HR policy and procedures</p> <p>3.7 Employee placement is carried out in accordance with HR procedures.</p> <p>3.8 <i>Employee induction</i> is carried out in accordance with HR Policy and procedures</p>
<p>4. Remunerate human resource</p>	<p>4.1 Remuneration is determined in accordance with HR Policy and industry <i>trends</i></p> <p>4.2 <i>Remuneration type</i> is determined in accordance to HR policy</p> <p>4.3 <i>Payroll</i> processing is carried out in accordance with HR and Finance procedures</p> <p>4.4 Remuneration is set based on legislative Acts and HR policy.</p> <p>4.5 Payment of employees is undertaken as per HR and Finance Procedures</p>

<p>Element</p> <p><i>These describe the key outcomes which make up workplace function.</i></p>	<p>Performance Criteria</p> <p><i>These are assessable statements which specify the required level of performance for each of the elements.</i></p> <p><i>Bold and italicized terms are elaborated in the Range</i></p>
<p>5. Coordinate HR Training and Development</p>	<p>5.1 Employee appraisal is carried out in accordance with the HR policy.</p> <p>5.2 <i>Training needs assessment</i> is carried out as per performance appraisal records of employees.</p> <p>5.3 Gaps on areas of competence are identified in accordance with departmental needs</p> <p>5.4 Training on identified gaps is carried out based on HR policy</p> <p>5.5 <i>Professional development</i> of HR is carried out in accordance with the Strategic plan and HR plan</p> <p>5.6 HR training and development cost is determined based on the budgets</p>
<p>6. Carry out Performance Management</p>	<p>6.1 Performance plans for employees are set in accordance with strategic and operational plans</p> <p>6.2 Employees' progress is monitored throughout the appraisal in accordance with operational procedures</p>

<p>Element</p> <p><i>These describe the key outcomes which make up workplace function.</i></p>	<p>Performance Criteria</p> <p><i>These are assessable statements which specify the required level of performance for each of the elements.</i></p> <p><i>Bold and italicized terms are elaborated in the Range</i></p>
	<p>6.3 Employees' <i>development needs</i> are determined according to HR procedures</p> <p>6.4 Employees' periodic rating is carried out in accordance with HR procedures.</p> <p>6.5 Employees are rewarded in accordance with the ratings set in HR policy</p> <p>6.6 Performance improvement plans are prepared and implemented in accordance with HR policy</p>
<p>7. Prepare Performance Improvement Plan</p>	<p>7.1 Reports of appraisal are analyzed based on standard operating procedures</p> <p>7.2 <i>Areas of employee improvements</i> and goals are identified and categorized based on appraisal report</p> <p>7.3 <i>Methods of employee improvement</i> are determined in accordance with HR policy</p>

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	<p>7.4 Performance improvement Resources are identified based on human resource budget</p> <p>7.5 Monitoring and evaluating procedures for improvement are developed according to human resource requirements</p>
<p>8. Develop Functional Managers Teamwork Strategy</p>	<p>8.1 Teamwork benefits are determined in accordance with strategic plan</p> <p>8.2 Cross-functional team for managers is carried out according to HR Policy and procedures</p> <p>8.3 Cross-functional teamwork issues are converged in accordance to organization strategies and objectives</p> <p>8.4 Teamwork stages are managed in accordance to HR procedures</p> <p>8.5 Team building process is established in accordance to HR procedures</p> <p>8.6 Teamwork rewards are established in accordance to HR incentive plans and budgets</p>

<p>Element</p> <p><i>These describe the key outcomes which make up workplace function.</i></p>	<p>Performance Criteria</p> <p><i>These are assessable statements which specify the required level of performance for each of the elements.</i></p> <p><i>Bold and italicized terms are elaborated in the Range</i></p>
<p>9. Motivate Organization Workforce</p>	<p>9.1 Employee <i>motivation type</i> is determined based on HR policy</p> <p>9.2 Organizational motivation parameters are set in accordance to operational targets</p> <p>9.3 Employees are recognized and awarded in accordance to HR and financial policy</p> <p>9.4 Innovations awards are determined by innovations awards policy of the business</p> <p>9.5 Innovations vetting is carry out in accordance innovation committee procedures</p> <p>9.6 Awards are presented in accordance with innovation awards procedures</p>
<p>10. Manage Organization Culture and Change</p>	<p>10.1 <i>Organization culture</i> is built in accordance with strategic plan</p> <p>10.2 Culture behavior is established by management leadership style</p> <p>10.3 Employee grievances are managed in accordance with HR Policy, procedures, Human Rights and labor</p>

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	<p>Law</p> <p>10.4 <i>Employee discipline</i> is carried out in accordance with HR policy and procedure</p> <p>10.5 Change management plan is prepared according to HR change management policy</p> <p>10.6 <i>Change management process</i> is undertaken in accordance with HR procedures.</p> <p>10.7 Reorganization of work culture reviewed in accordance with HR procedures</p>
11. Manage Labor Turnover	<p>11.1 Current labor turnover is determined in accordance with HR employee information</p> <p>11.2 <i>Labor turnover causes</i> are established in accordance with the HR database</p> <p>11.3 <i>Labor retention strategies</i> are established in accordance to HR Plan</p> <p>11.4 Periodic Review of Labor turnover</p>

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	<p>is carried out in accordance with HR procedures</p>
<p>12. Carry out succession planning</p>	<p>12.1 Competencies and profiles of key positions are identified in accordance to the HR Guidelines</p> <p>12.2 Identification of potential employees to fill in key positions is done in accordance to HR data base and Staff Appraisal information</p> <p>12.3 Implementation of Succession training strategy on employee is carried out in accordance to HR procedures</p> <p>12.4 Development of manuals for key positions are done in accordance with HR policies and procedures</p> <p>12.5 Regular review of succession plan is carried out in accordance with HR procedures</p>
<p>13. Maintain HR Records</p>	<p>13.1 HR records are obtained and categorized based on HR procedures and policy</p>

<p>Element</p> <p><i>These describe the key outcomes which make up workplace function.</i></p>	<p>Performance Criteria</p> <p><i>These are assessable statements which specify the required level of performance for each of the elements.</i></p> <p><i>Bold and italicized terms are elaborated in the Range</i></p>
	<p>13.2 System of maintaining HR records are developed according to HR policy</p> <p>13.3 HR records are regularly updated according to HR policy and procedures</p> <p>13.4 Security of HR records is provided and maintained according to HR procedures</p> <p>13.5 Disposal and archival of HR records is carried out according to HR policy and procedures</p> <p>13.6 HR records are analyzed and reports prepared according to HR procedures</p>
<p>14. Prepare Human Resource Annual Report</p>	<p>14.1 Human Capital report is analyzed in accordance to Human Resource policy and procedures</p> <p>14.2 Variation from plans are determining in accordance to reporting procedures</p>

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	14.3 Review of human resource strategy is undertaken in accordance to HR Plan, finance Policy or Regulations 14.4 Human Resource report is prepared and presented to the top management

easytvvet.com

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. Human Resource Plan	1.1 Current human capacity-skills inventory 1.2 Forecast on HR Strategic Requirement 1.3 Develop action for HR issues 1.4 Plan key programmes 1.5 Monitor and evaluate 1.6 Gender mainstreaming 1.7 HR diversity
2. Recruitment	2.1 Internal 2.2 External
3. Media for Recruitment	3.1 Press advertisement 3.2 Internet 3.3 Social media 3.4 Consultants 3.5 Referrals
4. Employee Induction	4.1 Formal 4.2 Informal 4.3 Individual 4.4 Collective 4.5 Serial 4.6 Disjunction

Variable	Range <i>May include but are not limited to:</i>
5. Remuneration Type	5.1 Salary 5.2 Wages 5.3 Incentives 5.4 Bonuses 5.5 Commissions 5.6 Overtime 5.7 Medical 5.8 Housing 5.9 Transport
6. Payroll	6.1 Basic salary 6.2 Allowances 6.3 Compulsory deductions 6.4 Voluntary deductions 6.5 Gross Salary 6.6 Net Salary
7. Training Needs Assessment	7.1 Determining business goals 7.2 Link goal to employee behavior 7.3 Determine performance gaps 7.4 Identify trainable competencies
8. Professional Development	8.1 Formal Education and training 8.2 Workshops 8.3 Seminars
9. Development Needs	9.1 Formal training 9.2 Informal training 9.3 Coaching and mentoring 9.4 Additional responsibilities

Variable	Range <i>May include but are not limited to:</i>
10. Areas of Employee Improvement	10.1 Professional area 10.2 Skills 10.3 Stress management 10.4 Time management
11. Methods of Employee Improvement	11.1 Training on job/off job 11.2 Benchmarking 11.3 Counseling
12. Performance Improvement Resources	12.1 Training materials and equipment 12.2 Expert/professional 12.3 Finance 12.4 Training time
13. Teamwork Benefits	13.1 Good interpersonal relations 13.2 Communication 13.3 Fairness 13.4 Ground rules 13.5 Timelines 13.6 Delegation 13.7 Achieved objectives 13.8 Reward 13.9 Motivation
14. Cross-Functional Team	14.1 Human Resource Manager 14.2 Finance Manager 14.3 Marketing Manager 14.4 ICT Manager 14.5 Production Manager 14.6 Operations Manager

Variable	Range <i>May include but are not limited to:</i>
	14.7 Research and Development Manager
15. Cross-Functional Teamwork Issues	15.1 Functional diversities 15.2 Competing identities 15.3 Integration 15.4 Performance expectations
16. Teamwork Stages	16.1 Forming 16.2 Storming 16.3 Norming 16.4 Performing
17. Team Building Process	17.1 Assignment 17.2 Planning 17.3 Executing 17.4 Evaluating
18. Motivation Type	18.1 Extrinsic-money, employee of the year, bonus, 18.2 Intrinsic-power, social status
19. Organization Culture	19.1 Clan 19.2 Adhocracy 19.3 Market 19.4 Hierarchy
20. Employee Discipline	20.1 Dismissal 20.2 Demotion 20.3 Suspension 20.4 Reduction in salary

Variable	Range <i>May include but are not limited to:</i>
21. Labor Turnover Causes	21.1 Low wages and salaries 21.2 Work life imbalance 21.3 Retirement 21.4 Resignation 21.5 Dismissal 21.6 Employee misalignment 21.7 Lack of incentives and benefits 21.8 Poor working conditions 21.9 Lack of proper training 21.10 Employee overworked
22. Labor Retention Strategies	22.1 Appropriate salaries and wages 22.2 Benefits and allowances 22.3 Favorable working conditions 22.4 Good employer-employee relationship 22.5 Promotions 22.6 Pension Schemes 22.7 Staff Welfare 22.8 Yearly bonuses
23. Change Management Process	23.1 Create urgency of change 23.2 Identify powerful change leaders 23.3 Communicate vision for change 23.4 Remove obstacles 23.5 Create short term achievable targets 23.6 Anchor change on organizational culture

Variable	Range <i>May include but are not limited to:</i>
24. Key Positions	24.1 Key leadership e.g. Senior Manager, Director 24.2 Employee with special skills 24.3 Employee with position crucial for business operations
25. Potential Employees	25.1 Top performer 25.2 High potential 25.3 Interested in promotion 25.4 Possessing capabilities of position
26. Training Strategy	26.1 Professional development 26.2 Training 26.3 Mentoring 26.4 Coaching 26.5 Project/assessment activity
27. HR Records	27.1 Personal 27.2 Pay roll 27.3 Medical 27.4 Training 27.5 Performance appraisal
28. Human capital reporting	28.1 Strategy 28.2 Recruitment 28.3 Turnover 28.4 Learning and development 28.5 Management 28.6 Leadership 28.7 Performance

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Planning
- leadership
- Communication
- Negotiation
- Coordinating
- Problem solving
- Networking
- Computer applications
- Analytical
- Reporting
- Critical thinking
- Cooperative
- Tolerance
- Initiative
- Resourcefulness

Required Knowledge

The individual needs to demonstrate knowledge of:

- Human resource management
- Change management
- Group dynamics

- Motivation
- Conflict resolution
- Organization culture
- ICT
- Labor turnover
- HR records and maintenance
- Innovations management
- Performance appraisal
- HR policy
- Succession planning
- Professional development
- Recruitment and selection
- Performance management
- Training needs assessment

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical Aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Carried out inventory of Human Resource</p> <p>1.2 Prepared a Human resource plan</p> <p>1.3 Prepared an interview guide to recruit for a specified job/position</p>
--	---

	<p>1.4 Undertook selection of successful interviewee</p> <p>1.5 Identified the payroll components</p> <p>1.6 Carried out employee appraisal</p> <p>1.7 Coordinated training programmes</p> <p>1.8 Carried out performance management procedure on employee</p> <p>1.9 Selected appropriate motivation for employees</p> <p>1.10 Prepared programmes for teamwork activity</p> <p>1.11 Identified an organization culture which required change</p> <p>1.12 Developed and reviewed HR policy</p> <p>1.13 Analyzed reports of appraisal</p> <p>1.14 Developed procedures for monitoring and evaluating performance improvement</p> <p>1.15 Maintained HR records</p> <p>1.16 Analyzed labor turnover cases and prepared a report</p> <p>1.17 Identified potential candidates for succession</p> <p>1.18 Wrote an annual report on Human Resource</p>
<p>2. Resource implications</p>	<p>The following resources must be provided:</p> <p>2.1 Laptop/projector</p> <p>2.2 Assessment location</p>

	<p>2.3 Work station</p> <p>2.4 Format template</p> <p>2.5 Case study</p> <p>2.6 Writing materials</p>
3. Methods of Assessment	<p>Competency may be assessed through:</p> <p>3.1 Observation</p> <p>3.2 Written</p> <p>3.3 Oral</p> <p>3.4 Case study</p>
4. Context of Assessment	<p>Competency may be assessed:</p> <p>4.1 On the job</p> <p>4.2 Off the job</p> <p>4.3 In work placement (attachment,)</p> <p>4.4 Off the job assessment must be undertaken in a closely simulated workplace environment</p>
5. Guidance Information for Assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended e.g. marketing strategy is assessed alongside business plan</p>