

COORDINATE HUMAN RESOURCE FUNCTIONS

UNIT CODE: BUS/BM/CR/01/5

Unit Description

This unit specifies the competencies required to coordinate human resources functions. It involves undertaking operational planning and job and resource allocation, implementing departmental teamwork strategy, monitoring team performance, appraising, rewarding and penalizing employee performance, preparing performance improvement plan. It also involves maintaining organizational culture, coordinating organization change and preparing departmental team report.

ELEMENTS AND PERFORMANCE CRITERIA

Element	Performance Criteria
<i>These describe the key outcomes which make up workplace function.</i>	<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.Undertake operational planning	1.1 Operational plan is obtained from strategic plan according to SOPs 1.2 Required resources are identified according to operational plan 1.3 Operational budget is prepared and approved according to budget procedures.

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	1.4 Funds are obtained according to organization budget.
2. Allocate departmental jobs and resources	2.1 Duties to be performed are identified according to departmental needs 2.2 Employees are selected based on their expertise and job description. 2.3 Roles are assigned according to job requirements 2.4 Resources are allocated based on the job requirements.
3. Implement departmental teamwork strategy	3.1 Teamwork benefits are determined in accordance with strategic plan 3.2 Teamwork stages are managed in accordance to HR procedures 3.3 Team building process is established in accordance to HR procedures 3.4 Teamwork rewards are established in accordance to HR incentive

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	<p>plans and budgets</p> <p>3.5 Teamwork strategies are reviewed according to SOPs.</p>
<p>4. Monitor team performance</p>	<p>4.1 Performance plans for team are set in accordance with operational plans</p> <p>4.2 Teams' progress is monitored in accordance with operational procedures.</p> <p>4.3 Team work strategies are determined according to operational plans.</p> <p>4.4 Employees' periodic rating is carried out in accordance with HR procedures.</p> <p>4.5 Teams are rewarded in accordance with the ratings set in HR policy.</p> <p>4.6 Employees team improvement plans are prepared and</p>

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	implemented in accordance with HR policy
5. Appraise employee performance	5.1 Employee appraisal is carried out in accordance with the HR policy. 5.2 Training needs assessment is carried out as per performance appraisal records of employees. 5.3 Gaps on areas of competence are identified in accordance with departmental needs 5.4 Training on identified gaps is carried out based on HR policy 5.5 Professional development of HR is carried out in accordance with the Strategic plan and HR plan 5.6 HR training and development cost is determined based on the budgets 5.7 Employees' training is carried according to HR policies and procedures.

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<p>6. Rewards/penalize employees performance</p>	<p>6.1 Employee <i>motivation type</i> is determined based on HR policy</p> <p>6.2 Organizational motivation parameters are set in accordance to operational targets</p> <p>6.3 Employees are recognized and awarded in accordance to HR and financial policy</p> <p>6.4 Innovations awards are determined by innovations awards policy of the business</p> <p>6.5 Innovations vetting is carried out in accordance with innovation committee procedures</p> <p>6.6 Awards are presented in accordance with innovation awards procedures</p>
<p>7. Prepare performance improvement plan</p>	<p>7.1 Reports of employee appraisal are analyzed based on standard operating procedures</p> <p>7.2 <i>Areas of employee improvements</i> and goals are identified and</p>

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	<p>categorized based on appraisal report</p> <p>7.3 <i>Methods of employee improvement</i> are determined in accordance with HR policy</p> <p>7.4 <i>Performance improvement Resources</i> are identified based on human resource budget</p> <p>7.5 Monitoring and evaluation procedures for improvement are developed according human resource requirements</p>
<p>8. Maintain organizational culture</p>	<p>8.1 Organization culture is built in accordance with strategic plan</p> <p>8.2 Culture behavior is established by management leadership style</p> <p>8.3 Employee grievances are managed in accordance with HR Policy, procedures, Human Rights and labor Law</p>

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	8.4 <i>Employee discipline</i> is carried out in accordance with HR policy and procedure
9. Coordinate Organization Change	9.1 Change management plan is prepared according to HR change management policy 9.2 <i>Change management process</i> is undertaken in accordance with HR procedures. 9.3 Reorganization of work culture reviewed in accordance with HR procedures
10. Prepare Departmental Team Report	10.1 Teams output is compared with departmental targets according to set operational plans 10.2 Variation from plans are determined in accordance with reporting procedures 10.3 Review of departmental team strategy is undertaken in

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	accordance to HR Plan and finance Policy 10.4 Departmental team report is prepared and shared according to SOPs

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. Resources	1.1 Human resources 1.2 Finance 1.3 Capital 1.4 Service providers
2. Teamwork Benefits	4.1 Good interpersonal relations 4.2 Communication 4.3 Fairness

Variable	Range <i>May include but are not limited to:</i>
	4.4 Ground rules 4.5 Timelines 4.6 Delegation 4.7 Achieved objectives 4.8 Reward 4.9 Motivation
3. Teamwork Stages	3.1 Forming 3.2 Storming 3.3 Norming 3.4 Performing
4. Team Building Process	4.1 Assignment 4.2 Planning 4.3 Executing 4.4 Evaluating
5. Training Needs Assessment	5.1 Determining business goals 5.2 Link goal to employee behavior 5.3 Determine performance gaps 5.4 Identify trainable competencies
6. Professional Development	6.1 Formal Education and training 6.2 Workshops 6.3 Seminars
7. Teamwork Benefits	7.1 Good interpersonal relations 7.2 Communication 7.3 Fairness

Variable	Range <i>May include but are not limited to:</i>
	7.4 Ground rules 7.5 Timelines 7.6 Delegation 7.7 Achieved objectives 7.8 Reward 7.9 Motivation
8. Team Building Process	8.1 Assignment 8.2 Planning 8.3 Executing 8.4 Evaluating
9. Motivation Type	9.1 Extrinsic-money, employee of the year, bonus, 9.2 Intrinsic-power, social status
10. Areas of Employee Improvements	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

Variable	Range <i>May include but are not limited to:</i>
	12.4 Training time
13. Organization Culture	13.1 Clan 13.2 Adhocracy 13.3 Market 13.4 Hierarchy
14. Employee Discipline	14.1 Dismissal 14.2 Demotion 14.3 Suspension 14.4 Reduction in salary
15. Change Management Process	15.1 Create urgency of change 15.2 Identify powerful change leaders 15.3 Communicate vision for change 15.4 Remove obstacles 15.5 Create short term achievable targets 15.6 Anchor change on organizational culture

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

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Required Knowledge

The individual needs to demonstrate knowledge of:

- Human resource management
- Change management
- Group dynamics
- Motivation
- Conflict resolution
- Organization culture

- ICT
- Innovations management
- Professional development
- Performance appraisal
- 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>1.1 Carried out departmental teamwork strategy</p> <p>1.2 Monitored and evaluated team performance</p> <p>1.3 Appraised employee performance</p> <p>1.4 Rewarded employees' performance</p> <p>1.5 Maintained organizational culture</p> <p>1.6 Managed organization change</p> <p>1.7 Prepared departmental team report</p>
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<p>2. Resource Implications</p>	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> 2.1 Laptop/projector 2.2 Assessment location 2.3 Work station 2.4 Format template 2.5 Case study 2.6 Writing materials
<p>3. Methods of Assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> 3.1 Observation 3.2 Written 3.3 Oral 3.4 Case study
<p>4. Context of Assessment</p>	<p>Competency may be assessed:</p> <p>Competency may be assessed:</p> <ul style="list-style-type: none"> 4.1 On the job 4.2 Off the job 4.3 In work placement (attachment,) <p>Off the job assessment must be undertaken in a closely simulated workplace environment</p>

5. Guidance Information for Assessment	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
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