




Occupational Curriculum Document

Curriculum Code	Qualification Title	NQF Level	
242303-000-00-00	Advanced Occupational Diploma: Human Resource Management Advisor	7	

	Name	Email	Phone	Logo
Quality Partner Development	SERVICES SETA	Thembinkosi@serviceseta.org.za	011 694 8652	
Quality Partner Assessment	SERVICES SETA	Thembinkosi@serviceseta.org.za	011 694 8652	

QDF Signature	Date
DQP Representative Signature	Date

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1 SECTION 1 CURRICULUM SUMMARY

Occupational Information

1.1.1 Associated Occupation

242303-000-00-00 Human Resource Management (HRM) Advisor

1.1.2 Occupation or Specialisation Addressed by this Curriculum.

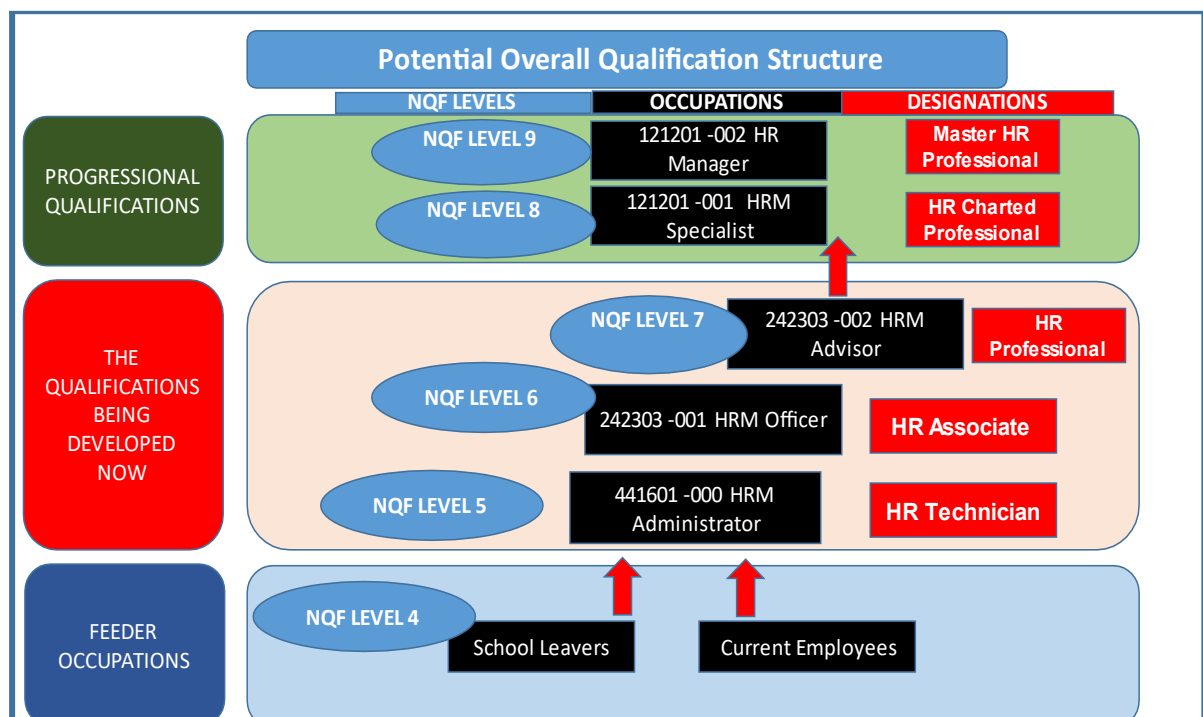
242303-001-00-00 Human Resource Management (HRM) Officer

1.1.3 Part Qualification Addressed by this Curriculum.

- None.

Curriculum Information

The following is an overview of the suite of qualifications where this specific curriculum fits into



1.1.4 Curriculum Structure

This qualification is made up of the following compulsory Knowledge and Practical Skill Modules

Knowledge Modules

- 242303-000-00-KM-01, Strategic Role of HRM., NQF Level 7, Credits 15.
- 242303-000-00-KM-02, Strategic Talent Management and Workforce Planning, NQF Level 7, Credits 10.
- 242303-000-00-KM-03, Strategic role of Learning and Development and Organisational Growth, NQF Level 7, Credits 10.
- 242303-000-00-KM-04, Strategic Employment Relations Management., NQF Level 7, Credits 12.

- 242303-000-00-KM-05 HRM Service Delivery for Organisational Success, NQF Level 7, Credits 8.

Total number of credits for Knowledge Modules 55.

Practical Skills Modules

- 242303-000-00-PM-01, Design, develop and implement HRM strategies. NQF Level 7, Credits 15.
- 242303-000-00-PM-02, Facilitate the design and implementation of Talent Management and Workforce plans and initiatives. NQF Level 7, Credits 15.
- 242303-000-00-PM-03, Oversee the design and integration of L&D and Organisational Growth Strategies, plans and interventions. NQF Level 7, Credits 15.
- 242303-000-00-PM-04, Guide and advise on the creation and maintenance of world class employment relations in the organisation. NQF Level 7, Credits 20.
- 242303-000-00-PM-05, Oversee and advise on the delivery of needs driven HRM services. NQF Level 7, Credits 10.

Total number of credits for Practical Skill Modules 75

Work Experience Modules

242303-000-00-WM-01, Organisational and HRM strategic planning and strategy implementation processes. NQF Level 7, Credits 8.

242303-000-00-WM-02, Strategic Talent Management Processes. NQF Level 7, Credits 16.

242303-000-00-WM-03, Strategic Learning and development and organisational growth processes. NQF Level 7, Credits 8.

242303-000-00-WM-04, Organisational Employment Relations Management Processes. NQF Level 7, Credits 8.

242303-000-00-WM-05, HRM service delivery processes. NQF Level 7, Credits 8.

Total number of credits for Knowledge Modules 48

Total Credits for the Qualification; 178

Summary and Distribution of Credits

Knowledge Modules	55
Practical Skills	75
Work Experience	48
TOTAL	178
Knowledge Modules	31%
Practical Skills	42%
Work Experience	27%
TOTAL	100%

Soft Skills credits	20
Soft Skills %	11%

1.1.5 Entry Requirements

Advanced Occupational Certificate: Human Resource Management Officer NQF Level 6 or equivalent NQF Level 6.

1.1.6 Assessment Quality Partner Information

- ORGANISATION: Services Sector Education and Training Authority. (Services SETA)
- PHYSICAL ADDRESS: Head Office: 15 Sherborne Road, Parktown, Johannesburg
- LANDLINE: 011 276 9600
- CONTACT PERSON: Moronga Phocaea – 087 283 2652
MorongwaP@serviceseta.org.za
- WEBSITE: <https://www.servicesseta.org.za>

(The AQP will work in collaboration with the relevant professional bodies and recognised Community of Expert Practice)

2 SECTION 2 OCCUPATIONAL PROFILE

Occupational Profile

Title 242303-000-00-00 Human Resource Management (HRM) Advisor.

2.1.1 Occupational Purpose

A Human Resource Management (HRM) Advisor works in a range of public and private sector organisations as a strategic partner to the organisation. They proactively contribute to organisational success by providing professional advice and support relating to the attraction, procurement, maintenance, development, and separation of Human Resource Assets. The HRM Advisor must ensure optimum compliance with legislative requirements, national and international professional practice standards, collective agreements, and leading practices within the HRM discipline.

A qualified learner will demonstrate the following key attributes Collaborative Decision Maker, Analytical Problem Solver, Service Orientated Leader, People Orientated Team Builder, Strategic Thinker.

2.1.2 Occupational Tasks

- **TASK 01** Design and develop appropriate Human Resource Management Strategies, derive dynamic employment value propositions, and advise on the effective implementation and maintenance of these strategies and value propositions.
- **TASK 02** Facilitate, drive, and advise on the design and development of appropriate talent management and workforce architecture strategies and initiatives.
- **TASK 03** Design, integrate and advise on the implementation of strategically appropriate learning & development (L&D) and organisational growth plans and initiatives.
- **TASK 04** Facilitate and advise on the implementation and use of world class employment relations practices and initiatives.
- **TASK 05** Oversee and advise on the effective delivery of all Human Resource Management services.

2.1.3 Task Details

TASK 01 Design and develop appropriate Human Resource Management Strategies, derive dynamic employment value propositions, and advise on the effective implementation and maintenance of these strategies and value propositions.

Unique Product or Service (Unique outcome of the task)

- Availability of a dynamic and business aligned Human Resource Management Strategy and derived employment value proposition.

Occupational Responsibilities

- Analyse the external and internal environment and support the development of appropriate HR strategies and related plans.
- Implement monitor and evaluate the agreed HR strategies and plans. Evaluate and advise on the improvement of organisational design.
- Design and develop required HR systems, processes, and policies to support the achievement of HR and organisational objectives.
- Use HR information technologies and people analytics to continually monitor, evaluate and report on the impact of human capital on organisational performance.
- Identify Human Resource Management risks and initiate actions to mitigate the risks.

Occupational Context

- Organisational and HRM strategy planning and implementation processes.

TASK 02 Facilitate, drive, and advise on the design and development of appropriate talent management and workforce architecture strategies and initiatives.

Unique Product or Service (Unique outcome of the task)

- Availability of strategically aligned talent management and workforce plans, initiatives, processes, and policies.

Occupational Responsibilities

- Develop and oversee implementation of strategic workforce and talent management plans.
- Oversee and advice on the recruitment, selection, induction, on-boarding, transferring and termination of staff.
- Apply work and job analysis and design tools to implement and improve work performance.
- Select and apply appropriate job evaluation processes and tools and design remuneration packages.

Occupational Context

- Strategic workforce planning and talent management.

TASK 03 Design, integrate and advise on the implementation of strategically appropriate learning & development (L&D) and organisational growth plans and initiatives.

Unique Product or Service (Unique outcome of the task)

- Availability of strategies and plans to ensure a competent and capable workforce achieving personal well-being and organisational performance objectives.

Occupational Responsibilities

- Advise on the creation and implementation of learning and development strategies and plans.
- Advise on the creation and implementation of performance management strategies and plans.
- Advise on the creation and implementation of recognition and reward strategies and plans.
- Advise on the creation and implementation of career management strategies and plans.
- Advise on the creation and implementation of wellness strategies and plans.
- Advise on the creation and implementation of organisational development strategies and plans.

Occupational Context

- Organisational Learning and Development and organisational growth processes.

TASK 04 Facilitate and advise on the implementation and use of world class employment relations practices and initiatives.

Unique Product or Service (Unique outcome of the task)

- Quality and appropriate advice provided to create a sustainably positive and constructive employment relations environment.

Occupational Responsibilities

- Participate in and advise on discipline and grievance handling.
- Evaluate and advise on the effectiveness on existing policies, procedures, and practices on employment relations.
- Advise on and create strategies and processes to improve on employment relations. Continually monitor and report on the levels of compliance with legislation and agreements.

Occupational Context

- Organisational Employment Relations Management Processes.

TASK 05 Oversee and advise on the effective delivery of all Human Resource Management services.

Unique Product or Service (Unique outcome of the task)

- Quality and client centric HRM services that are aligned with organisational objectives.

Occupational Responsibilities

- Oversee and advise on internal HRM functions and services and the use of outsourced HR services.
- Oversee and advise and utilise HRM systems and the use of technology.

- Oversee and advise on the ethical use of people analytics.
- Measure and ethically report on the value of HR services.

Occupational Context

- HRM service delivery oversight and reporting processes.

3 SECTION 3 CURRICULUM COMPONENT SPECIFICATIONS

Curriculum Information

In this section the overall structure of the “Planned Curriculum” will be laid out. The details of each learning component will be set out in section 3.

3.1.1 Introduction

The information in this section describes the so called “Planned Curriculum”. In other words, it indicates what learners will be required to master in terms of the three curriculum components. (Knowledge, Practical Skills, and Work Experience). The Planned Curriculum does not indicate learning sequence or learning methodology, it simply states the minimum knowledge, skills, and work experience requirements that a learner must achieve in order to be eligible to apply for the final integrated external assessment.

The qualification is awarded when the learner successfully completes the final external assessment.

4 SECTION 4 MODULE SPECIFICATIONS

SECTION 4A KNOWLEDGE MODULE SPECIFICATIONS

List of Knowledge Modules for which Specifications are included.

- 242303-000-00-KM-01, Strategic role of HRM., NQF Level 7, Credits 15.
- 242303-000-00-KM-02, Strategic Talent Management and Workforce Planning., NQF Level 7, Credits 10.
- 242303-000-00-KM-03, Strategic role of Learning and Development and Organisational Growth., NQF Level 7, Credits 10.
- 242303-000-00-KM-04, Strategic Employment Relations Management., NQF Level 7, Credits 12.
- 242303-000-00-KM-05, Strategic view on HRM service Delivery, NQF Level 7, Credits 8.

Total number of credits for Knowledge Modules 55

KNOWLEDGE MODULE DETAILS

242303-000-00-KM-01, Strategic Role of HRM, NQF Level 7, Credits 15.

Purpose of the Knowledge Module

The aim of this module is to build an integrated base of knowledge and understanding of the theories, concepts and principles that underpin Strategic Management with a specific focus on the design and implementation of HRM strategies, plans and initiatives.

The focus of the learning is to ensure that learners can demonstrate the impact and dynamics of the various concepts and that they are able to integrate the knowledge with the other related fields of learning in the other modules in this qualification.

Learners must critically evaluate the theory and indicate how the theory can be practically applied to facilitate the creation of a dynamic, positive, sustained, and transformative HRM function within South African organisations.

Knowledge Topics

The learning in this module will enable learners to demonstrate an understanding of

KM0101 Strategic Business Management. (25%)

KM0102 Strategic HR Management. (25%)

KM0103 HRM Governance Risk and Compliance. (25%)

KM0104 HRM Professional Practice Standards. (25%)

Guidelines for the Topics

KM0101 Strategic Business Management. (25%)

Topic Elements

KT0101 Structure, functions, operating principles, and information systems of different organisations.

KT0102 Managing of the key internal and external HR stakeholders in organisations.
KT0103 Strategic Principles associated with the management of the organisational value chain.
KT0104 Duties and responsibilities of managers, directors, and accounting officers.
KT0105 Managers as custodians of organisations
KT0106 Creating sustainable leadership at all levels of an organisation.
KT0107 Contributing to organisational strategy formulation as a custodian for the Human Resource Function.

Internal Assessment Criteria

IAC0101 Discuss the nature of an organisation and indicate how the organisational purpose impacts on the strategic approach of HRM.
IAC0102 Critically evaluate the HRM information systems within an organisation and indicate areas where the information system could be improved to achieve specific HR strategies.
IAC0103 Discuss the need for effective stakeholder management and describe the strategic approach that can be used to enhance stakeholder management in an organisation.
IAC0104 Explain an organisational value chain and discuss the role of Human Resources Management within an organisational value chain.
IAC0105 Clarify the roles and responsibilities of managers, directors and accounting officers indicating the implications of any relevant legislated requirements on the development of an HR strategic approach.

KM0102 Strategic HR Management. (25%)

Topic Elements

KT0201 Roles and structures within the HRM function.
KT0202 Principles of strategic management.
KT0203 Principles of strategic HR management.
KT0204 Components of a typical HRM strategy.
KT0205 Evolution of the professionalisation of HRM.
KT0206 Principles of the design and implementation of HRM strategy.

Internal Assessment Criteria

IAC0201 Discuss the roles and structure of the HR function and elaborate on how these roles and functions relate to the employment life cycle and the organisational value chain.
IAC0202 Explain what strategic management is and elaborate on the fundamental principles of strategic management relevant to management at tactical and operational levels.
IAC0203 Apply the principles of strategic management to the HR function and give examples of how strategic management principles apply to the HR function.

IAC0204 Identify and describe the key components of an effective HR strategy and provide global leading practice examples.

IAC0205 Discuss the evolution of professionalisation within the HR function to date.

IAC0206 Describe the process of developing and implementing an HR strategy and identify potential barriers and ways of overcoming these barriers.

KM0103 HRM Governance Risk and Compliance. (25%)

Topic Elements

KT0301 Basic principles of governance, risk, and compliance.

KT0302 Regulatory requirements and guidelines relating to HR governance, risk, and compliance.

KT0303 Basic principles of integrated reporting.

KT0304 Formulation of HR policies and procedures.

Internal Assessment Criteria

IAC0301 Discuss the meaning and purpose of governance and indicate the interrelationship between governance, risk, and compliance.

IAC0302 Identify and describe the key regulatory requirements and good practice guidelines relevant to the Human Resource Management function.

IAC0303 Explain what is meant by integrated reporting. Discuss the importance of integrated reporting within the context of good governance and give practical examples to illustrate the use of integrated reporting within a Human Resource Management context.

IAC0304 Explain the need for and processes of developing and implementing appropriate Human Resource Management policies and procedures.

IAC0305 Explain the relationship between legislation, collective agreements, policies, procedures, and good practices.

KM0104 HRM Professional Practice Standards. (25%)

Topic Elements

KT0401 International HR professional practice standards.

KT0402 National HR professional practice standards.

KT0403 Application and maintenance of the applicable HR standards.

KT0404 Introduction to the Nationally accepted professional designations.

KT0405 Introduction to individual and organisational ethics.

KT0406 Development and application of appropriate codes of ethical practice.

Internal Assessment Criteria

IAC0401 Describe what professional practice standards are and explain the origin and operation of various global and national bodies and structures that are accountable for the establishment and maintenance of Human Resources professional practice standards.

IAC0402 Define ethics, explain the difference between morality and ethics and give practical examples to illustrate the role of the Human Resource advisor in maintaining and improving ethical conduct within organisations.

IAC0403 Describe the roles of professional bodies and discuss the purpose of and requirements for obtaining and maintaining different levels of professional designations.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
 - Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
 - Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.
 - Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.

- Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-000-00-KM-02, Strategic Talent Management and Workforce Planning, NQF Level 7, Credits 10.

Purpose of the Knowledge Module

The aim of this module is to build an integrated base of knowledge and understanding of the theories, concepts and principles that underpin the Talent Management and Workforce Planning disciplines.

The focus of the learning is to ensure that learners can demonstrate the impact and dynamics of the various concepts and that they are able to integrate the knowledge with the other related fields of learning in the other modules in this qualification.

Learners must critically evaluate the theory and indicate how the theory can be practically applied to facilitate the delivery of talent management and workforce plans that are aligned to organisational needs and in support of the national transformation agenda.

Knowledge Topics

The learning in this module will enable learners to demonstrate an understanding of

KM0101 Strategic Talent Management. (50%)

KM0102 Strategic Workforce Planning. (50%)

Guidelines for the Topics

KM0101 Strategic Talent Management. (50%)

Topic Elements

KT0101 Definitions principles and concepts related to talent management and global leading practices regarding talent management.

KT0102 Approaches, models and theories that underpin the use of talent management as a strategic organisational success tool.

KT0103 The traditional and evolving role of HR as a facilitator of talent management.

KT0104 Talent Management systems, processes, and procedures.

KT0105 Advanced use of people analytics within the talent management arena.

Internal Assessment Criteria

IAC0101 Clarify the different definitions principles and concepts of talent management and contextualise the global leading practices regarding talent management within a typical South African organisational environment.

IAC0102 Discuss the different approaches, models and theories that underpin the use of talent management and the application of these approaches as a strategic organisational success tool within a typical South African organisation.

IAC0103 Explain the traditional and evolving role of the HRM function as a facilitator of talent management, debate the consequences of the evolution in the HRM role and indicate how this evolution impacts on the skills that a HRM advisor must apply.

IAC0104 Explain, with examples, talent management systems, processes, and procedures within a specific South African organisational situation.

IAC0105 Use practical examples to illustrate the use of people analytics within the talent management arena, reflect on the benefits, potential risks and key ethical considerations when using people analytics for talent management purposes.

KM0102 Strategic Workforce Planning. (50%)

Topic Elements

KT0201 Definitions principles and concepts related to workforce planning and global leading practices regarding workforce planning.

KT0202 Approaches, models and theories that underpin the use of workforce planning as a strategic organisational success tool.

KT0203 The traditional and evolving role of HR as a facilitator of workforce planning.

KT0204 Workforce planning systems, processes, and procedures.

KT0205 Advanced use of people analytics within the workforce planning arena.

Internal Assessment Criteria

IAC0101 Clarify the different definitions principles and concepts of Workforce Planning and contextualise the global leading practices regarding Workforce Planning within a typical South African organisational environment.

IAC0102 Discuss the different approaches, models and theories that underpin the use of Workforce Planning and the application of these approaches as a strategic organisational success tool within a typical South African organisation.

IAC0103 Explain the traditional and evolving role of the HRM function as a facilitator of talent management, debate the consequences of the evolution in the HRM role and indicate how this evolution impacts on the skills that a HRM advisor must apply.

IAC0104 Explain, with examples, the workforce planning systems, processes, and procedures within a specific South African organisational situation.

IAC0105 Use practical examples to illustrate the use of people analytics within the Workforce Planning arena, reflect on the benefits, potential risks and key ethical considerations when using people analytics for Workforce Planning purposes.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.

- Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
- Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
- Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.
- Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
- Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-000-00-KM-03, Strategic role of Learning and Development and Organisational Growth., NQF Level 7, Credits 10.

Purpose of the Knowledge Module

The aim of this module is to build an integrated base of knowledge and understanding of the theories, concepts and principles that underpin the learning and development and organisational growth strategies.

The focus of the learning is to ensure that learners can demonstrate the impact and dynamics of the various concepts and that they are able to integrate the knowledge with the other related fields of learning in the other modules in this qualification.

Learners must critically evaluate the theory and indicate how the theory can be practically applied to facilitate the delivery of learning and development and organisational growth strategies that are aligned to organisational needs and in support of the national transformation agenda.

Knowledge Topics

The learning in this module will enable learners to demonstrate an understanding of

KM0301 Strategic principles and concepts of Wellness Management. (25%)

KM0302 Strategic application principles of People Performance and Career Management. (25%)

KM0303 Strategic application principles of people Learning and Development Management. (25%)

KM0304 Strategic application principles of employee Rewards Management. (25%)

KM0305 Strategic application principles of Organisational Development.

Guidelines for the Topics

KM0301 Strategic principles and concepts of Wellness Management. (25%)

Topic Elements

KT0101 Definitions, principles and concepts related to Wellness Management and global leading practices regarding organisational and individual wellness.

KT0102 Approaches, models and theories that underpin the use of Wellness Management as a strategic organisational success tool.

KT0103 The traditional and evolving role of HR as a facilitator of Wellness Management.

KT0104 Wellness Management systems, processes, and procedures.

KT0105 Advanced use of people analytics within the Wellness Management arena.

Internal Assessment Criteria

IAC0101 Clarify the different definitions principles and concepts of Wellness Management and contextualise the global leading practices regarding Wellness Management within a typical South African organisational environment.

IAC0102 Discuss the different approaches, models and theories that underpin the use of Wellness Management and the application of these approaches as a strategic organisational success tool within a typical South African organisation.

IAC0103 Explain the traditional and evolving role of the HRM function as a facilitator of wellness management, debate the consequences of the evolution in the HRM role and indicate how this evolution impacts on the skills that a HRM advisor must apply.

IAC0104 Explain, with examples, Wellness Management systems, processes, and procedures within a specific South African organisational situation.

IAC0105 Use practical examples to illustrate the use of people analytics within the Wellness Management arena, reflect on the benefits, potential risks and key ethical considerations when using people analytics for Wellness Management purposes.

KM0302 Strategic application principles of people performance and career management. (25%)

Topic Elements

KT0201 Definitions principles and concepts related to People Performance and Career management and global leading practices regarding performance and career management.

KT0202 Approaches, models and theories that underpin the use of People Performance and Career management as a strategic organisational success tool.

KT0203 The traditional and evolving role of HR as a facilitator of performance and career management.

KT0204 People Performance and Career management systems, processes, and procedures.

KT0205 Advanced use of people analytics within the People Performance and Career Management arena.

Internal Assessment Criteria

IAC0201 Clarify the different definitions principles and concepts of People Performance and Career Management and contextualise the global leading practices regarding People Performance and Career Management within a typical South African organisational environment.

IAC0202 Discuss the different approaches, models and theories that underpin the use of People Performance and Career Management and debate the application of these approaches as a strategic organisational success tool within a typical South African organisation.

IAC0203 Explain the traditional and evolving role of the HRM function as a facilitator of People Performance and Career Management, debate the consequences of the evolution in the HRM role and indicate how this evolution impacts on the skills that a HRM advisor must apply.

IAC0204 Explain, with examples, People Performance and Career management systems, processes, and procedures within a specific South African organisational situation.

IAC0205 Use practical examples to illustrate the use of people analytics within the People Performance and Career management arena, reflect on the benefits, potential risks and key ethical considerations when using people analytics for People Performance and Career management purposes.

KM0303 Strategic application principles of people Learning and Development management. (25%)

Topic Elements

KT0301 Definitions principles and concepts related to employee Learning and Development and global leading practices regarding employee Learning and Development.

KT0302 Approaches, models and theories that underpin the use of employee Learning and Development as a strategic organisational success tool.

KT0303 The traditional and evolving role of HR as a facilitator of employee Learning and Development.

KT0304 Employee Learning and Development systems, processes, and procedures.

KT0305 Advanced use of people analytics within the employee Learning and Development arena.

Internal Assessment Criteria

IAC0301 Clarify the different definitions principles and concepts of employee Learning and Development and contextualise the global leading practices regarding employee Learning and Development within a typical South African organisational environment.

IAC0302 Discuss the different approaches, models and theories that underpin the use of employee Learning and Development and debate the application of these approaches as a strategic organisational success tool within a typical South African organisation.

IAC0303 Explain the traditional and evolving role of the HRM function as a facilitator of employee Learning & Development, debate the consequences of the evolution in the HRM role and indicate how this evolution impacts on the skills that a HRM advisor must apply.

IAC0304 Explain, with examples, employee Learning and Development systems, processes, and procedures within a specific South African organisational situation.

IAC0305 Use practical examples to illustrate the use of people analytics within the employee Learning and Development arena, reflect on the benefits, potential risks and key ethical considerations when using people analytics for employee Learning and Development purposes.

KM0304 Strategic application principles of employee Reward and Recognition Management. (25%)

Topic Elements

KT0401 Definitions principles and concepts related to employee Rewards and Recognition management and global leading practices regarding employee Rewards and Recognition Management.

KT0402 Approaches, models and theories that underpin the use of employee Rewards and Recognition Management as a strategic organisational success tool.

KT0403 The traditional and evolving role of HR as a facilitator of employee Rewards and Recognition.

KT0404 Employee Rewards and Recognition management systems, processes, and procedures.

KT0405 Advanced use of people analytics within the employee Rewards and Recognition Management arena.

Internal Assessment Criteria

IAC0401 Clarify the different definitions, principles and concepts of employee Rewards and Recognition Management and contextualise the global leading practices regarding employee Rewards and Recognition Management within a typical South African organisational environment.

IAC0402 Discuss the different approaches, models and theories that underpin the use of employee Rewards and Recognition Management and debate the application of these approaches as a strategic organisational success tool within a typical South African organisation.

IAC0403 Explain the traditional and evolving role of the HRM function as a facilitator of employee Rewards and Recognition Management, debate the consequences of the evolution in the HRM role and indicate how this evolution impacts on the skills that a HRM advisor must apply.

IAC0404 Explain, with examples employee Rewards and Recognition management systems, processes, and procedures within a specific South African organisational situation.

IAC0405 Use practical examples to illustrate the use of people analytics within the employee Rewards and Recognition management arena, reflect on the benefits, potential risks and key ethical considerations when using people analytics for employee Rewards and Recognition management purposes.

KM0305 Strategic application principles of Organisational Development (20%)

Topic Elements

KT0501 Definitions principles and concepts related to Organisational Development management and global leading practices regarding Organisational Development.

KT0502 Approaches, models and theories that underpin the use of Organisational Development as a strategic organisational success tool.

KT0503 The traditional and evolving role of HR as a facilitator of Organisational Development.

KT0504 Organisational Development systems, processes, and procedures.

KT0505 Advanced use of people analytics within the Organisational Development arena.

Internal Assessment Criteria

IAC0501 Clarify the different definitions, principles and concepts of Organisational Development and contextualise the global leading practices regarding Organisational Development within a typical South African organisational environment.

IAC0502 Discuss the different approaches, models and theories that underpin the use of Organisational Development and debate the application of these approaches as a strategic organisational success tool within a typical South African organisation.

IAC0503 Explain the traditional and evolving role of the HRM function as a facilitator of Organisational Development, debate the consequences of the evolution in the HRM role and indicate how this evolution impacts on the skills that a HRM advisor must apply.

IAC0504 Explain, with examples Organisational Development systems, processes, and procedures within a specific South African organisational situation.

IAC0505 Use practical examples to illustrate the use of people analytics within the Organisational Development arena, reflect on the benefits, potential risks and key ethical considerations when using people analytics for Organisational Development purposes.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
 - Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
 - Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.
 - Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
 - Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.

- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-000-00-KM-04, Strategic and Integrated Employment Relations Management., NQF Level 7, Credits 12.

Purpose of the Knowledge Module

The aim of this module is to build an integrated base of knowledge and understanding of the theories, concepts and principles that underpin the Employment Relations Management discipline. The focus of the learning is to ensure that learners can demonstrate the impact and dynamics of the various concepts and that they are able to integrate the knowledge with the other related fields of learning in the other modules in this qualification. Learners must critically evaluate the theory and indicate how the theory can be practically applied to facilitate the creation of positive, sustained and transformed employment relations within South African organisations.

Knowledge Topics

The learning in this module will enable learners to demonstrate an understanding of

KM0401 Managing HRM Legislation from a strategic perspective.

KM0402 Conflict Management and Negotiations within the HRM arena.

KM0403 Strategic Collective Bargaining and Organised Labour

KM0404 Strategic Employment Relations Management.

Guidelines for the Topics

KM0401 Managing HRM Legislation from a strategic perspective.

Topic Elements

KT0101 An integrated view of the HRM legislative framework.

KT0102 Purpose and application principles associated with the various acts and regulatory requirements within the HR discipline.

KT0103 HRM reporting and compliance requirements relevant to the various acts and regulatory requirements.

KT0104 Consequences of compliance and non-compliance with HR related legislation

KT0105 Strategic role of the HRM Advisor ensuring compliance with relevant legislation and regulatory requirements.

Internal Assessment Criteria

IAC0101 Analyse and explain the purpose of various HRM acts and regulatory requirements and provide an overview of the relationship between these acts and regulations with the SA Constitution and ILO conventions.

IAC0102 Discuss the leading practices relating to the minimum compliance requirements relevant to all HRM legislation.

IAC0103 Apply various HRM legislative requirements to solve workplace problems and challenges relating to the implementation of the HRM legislation.

IAC0104 Elaborate on the strategic role of the HRM Advisor relating to ensure compliance with relevant legislation and regulatory requirements and contextualise this within a typical South African organisation.

KM0402 Conflict Management and Negotiations within the HRM arena

Topic Elements

KT0201 Principles and terminology associated with conflict management.

KT0202 Approaches to conflict management.

KT0203 Dynamics of the negotiation process.

KT0204 Structural format for conflict and dispute resolution.

KT0205 Strategies and tactics for effective negotiations.

Internal Assessment Criteria

IAC0201 Analyse the sources and dynamics of conflict and elaborate on the generic principles and terminology associated with conflict management. Provide examples of organisational conflict, at individual and group level and the impact thereof on the design and implementation of HRM strategies.

IAC0202 Critically discuss and compare the various approaches to conflict management and motivate an appropriate approach that a HRM advisor should apply and promote within specific organisational contexts.

IAC0203 Define negotiations and illustrate the difference between consultation, negotiation and joint problem solving. Give examples to elaborate on the role of a HRM Advisor when facilitating negotiations between organisational stakeholders.

IAC0204 Explain the dispute resolution and conflict management processes created within HRM legislation and elaborate on the role and functions of the structures that have been established in terms of labour legislation.

IAC0205 Discuss various negotiation strategies and tactics and debate the benefits and potential risks associated with these strategies and tactics. Give examples of successes and failures when using these strategies and tactics.

KM0403 Strategic Collective Bargaining and Organised Labour Management

Topic Elements

KT0301 History and evolution of organised labour within the South African context

KT0302 Different models for managing organised labour.

KT0303 Structures, engagement processes and decision making within organised labour.

KT0304 Legislative requirements that govern and guide the relationship with organised labour.

KT0305 Collective Bargaining – principles, structures, approaches, and stakeholders.

Internal Assessment Criteria

IAC0301 Critically review and discuss the history and evolution of organised labour within the South African context.

IAC0302 Analyse the approach to managing organised labour within an organisation and provide a practical example to illustrate the success (or failure) of this approach.

IAC0303 Explain the structure, engagement processes and decision making within an organised labour union and indicate how this influence the management of organised labour within an organisation.

IAC0304 Explain and discuss the legislative requirements that govern and guide the relationship with organised labour.

IAC0305 Discuss the principles, structures, approaches, and stakeholders within the collective bargaining arena.

Provider Accreditation Requirements

Human Resource Requirements

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- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body.

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- None

242303-000-00-KM-05, HRM Service Delivery – a Strategic View, NQF Level 7, Credits 8.

Purpose of the Module

The aim of this module is to build an integrated base of knowledge and understanding of the theories, concepts and principles that underpin the delivery of client centric and strategically aligned HRM services in organisations.

The focus of the learning is to ensure that learners can demonstrate the impact and dynamics of the various concepts and that they are able to integrate the knowledge with the other related fields of learning in the other modules in this qualification.

Learners must continually critically evaluate the theory and indicate how the theory can be practically applied to facilitate the creation of a dynamic, positive, sustained, and transformative HRM function within South African organisations.

Knowledge Topics

The learning in this module will enable learners to demonstrate an understanding of

KM0501 Definition and scope of HRM services. (15%)

KM0502 Evolution of HR services and current leading practices in HRM service delivery. (15%)

KM0503 Application of generic management principles within the HRM function. (15%)

KM0504 Models for the Management of HRM services. (15%)

KM0505 Origin, evolution, and future of people analytics within HRM. (20%)

KM0506 Integrated HRM Services and Systems management. (20%)

KM0501 Integrated Human Resource Services and Systems Management.

Guidelines for the Topics

KM0501 Integrated Human Resource Services and Systems Management

Topic Elements

KT0101 Concepts and principles of integration and sustainability of HR Services

KT0102 HR service delivery models and approaches

KT0103 HR services models aligned with organisational processes and strategy.

KT0104 Concept of complex system thinking with the HR function

KT0105 Monitoring and evaluating the effectiveness, efficiency, and economics of HR service delivery.

KT0106 Using HR technology to enable the sustained achievement of organisational objectives.

KT0107 The Role of the HR Advisor as the custodian of the professional and ethical use of People Analytics

KT0108 Designing and developing HR policies and procedures (Principles and best practice approaches).

Internal Assessment Criteria

IAC0101 Discuss the concepts and principles of integration and the impact on the sustainability of HR Services

IAC0102 Critically evaluate different HR service delivery models and approaches and identify the most appropriate model for a specific organisation.

IAC0103 Select an HR services model and discuss how it could be aligned with an organisation's processes and strategy.

IAC0104 Discuss the concept of complex system thinking with the HR function.

IAC0105 Explain how HR service delivery can be monitored and evaluated for organisational effectiveness, efficiency, and economics.

IAC0106 Identify an appropriate HR technology to enable the sustained achievement of an organisation's strategic objectives.

IAC0107 Discuss the role and responsibilities of the HR Advisor as the custodian of the professional and ethical use of People Analytics

KT0108 Discuss a best practice approach to the design and development of HR policies and procedures.

Provider Accreditation Requirements

Human Resource Requirements

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- Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.
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SECTION 3B PRACTICAL SKILL MODULE SPECIFICATIONS

4.1.1 List of Practical Skills Modules for Which Specifications are Included.

242303-000-00-PM-01, Analyse the external and internal environment and support the development of appropriate HRM strategies and related plans. NQF Level 7, Credits 15.

242303-000-00-PM-02, Facilitate the design and implementation of Talent Management and Workforce plans and initiatives. NQF Level 7, Credits 15.

242303-000-00-PM-03, Oversee the design and integration of L&D and Organisational Growth Strategies, plans and interventions. NQF Level 7, Credits 15.

242303-000-00-PM-04, Guide and advise on the creation and maintenance of world class employment relations in the organisation. NQF Level 7, Credits 20.

242303-000-00-PM-05, Oversee and advise on the delivery of needs driven HRM services. NQF Level 7, Credits 10.

Total number of credits for Practical Skill Modules 75

4.1.2 DETAILS OF PRACTICAL SKILLS MODULES

242303-000-00-PM-01, Analyse the external and internal environment and support the development of appropriate HRM strategies and related plans. NQF Level 7, Credits 15.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to analyse the internal and external environment and support the development of appropriate HRM strategies, plans and initiatives. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change in the way the HRM strategies and plans are developed and integrated. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards for the development and implementation of HRM strategies and plans.

Skills included in the Module.

PM0101 Analyse the external and internal environment and support the development of appropriate HR strategies and related plans.

PM0102 Implement Monitor and evaluate the agreed HR strategies and plans. Evaluate and advise on the improvement of organisational design.

PM0103 Design and develop required HR systems, processes, and policies to support the achievement of HR and organisational objectives.

PM0104 Use HR information technologies and people analytics to continually monitor, evaluate and report on the impact of human capital on organisational performance.

PM0104 Identify Human Resource Management risks and initiate actions to mitigate the risks.

Guidelines for the Practical Skills

PM0101 Analyse the external and internal environment and support the development of appropriate HRM strategies and related plans.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation with details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0101 Use environmental scanning techniques to analyse internal and external environment.

PS0102 Interpret findings and contextualise within organisations.

PS0103 Report findings and motivate proposals.

PS0104 Facilitate strategic discussions.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 **Internal analysis** This involves examining the company's current HR practices, policies, and processes, and evaluating their effectiveness. This can be done through surveys, focus groups, and performance reviews.

AK0102 **External analysis** This involves evaluating the external factors that may impact HRM, such as economic conditions, demographic trends, technology advancements, and regulatory changes. This can be done through market research, competitive analysis, and monitoring of industry news and developments.

AK0103 **SWOT analysis** This is a strategic planning tool that helps to identify the company's Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis can help to identify internal and external factors that may impact HRM and inform the development of HR strategies and plans.

AK0104 **Stakeholder analysis** This involves identifying and evaluating the interests and needs of stakeholders, including employees, managers, customers, suppliers, and shareholders. Stakeholder analysis can help to ensure that HR strategies and plans are aligned with the needs and expectations of key stakeholders.

AK0105 **Organisational design** This involves evaluating the company's current organisational structure, culture, and processes, and making recommendations for changes that can support the implementation of HR strategies and plans.

AK0106 **Workforce planning** This involves forecasting future workforce needs, and developing plans to recruit, retain, and develop employees. Workforce planning can help to ensure that the company has the right talent in place to support its goals and objectives.

AK0107 **Budgeting and resource allocation** This involves developing budgets and allocating resources to support the implementation of HR strategies and plans. This includes both financial resources, such as funding for training and development programs, as well as non-financial resources, such as time and staff.

Internal Assessment Criteria for the Practical Skill

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0102 Implement Monitor and evaluate the agreed HR strategies and plans. Evaluate and advise on the improvement of organisational design.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where HRM strategies and plans must be implemented, evaluated, and monitored.

Required Performance (Practical Activities)

PS0201 Develop processes for the Implementation of HR strategies and plans (Action plans, risk assessments, costing and change management)

PS0202 Use tools to develop processes to continuously monitor and evaluate the implementation of HR strategies and plans.

PS0203 Provide advice on the implementation and progress of HR plans and strategies to ensure organisational agility and sustainability.

PS0204 Develop and present report regarding the implementation of HR strategies and plans to stakeholders and decision makers.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 **Communication** Effective communication is critical to ensure that all stakeholders are aware of the HRM strategies and plans and understand their role in supporting their implementation. This can be achieved through meetings, training sessions, and the distribution of written materials.

AK0202 Training and development Employees may need to be trained on new HR policies and procedures, as well as new technologies and processes. This can be achieved through formal training programs, on-the-job training, and ongoing coaching and feedback.

AK0203 Performance management Performance management systems should be aligned with the HRM strategies and plans, and used to evaluate employee performance, provide feedback, and support professional development.

AK0204 Monitoring and reporting Regular monitoring and reporting on the implementation of HRM strategies and plans can help to identify areas of improvement and ensure that objectives are being met. This can be done through regular audits, surveys, and performance reports.

AK0205 Evaluating outcomes the impact and effectiveness of HRM strategies and plans should be regularly evaluated, and changes made as necessary. This can be done through feedback from employees, managers, and other stakeholders, as well as through analysis of key performance indicators such as employee turnover and satisfaction.

AK0206 Compliance management Compliance with HR policies, procedures, and laws must be regularly monitored to ensure that the organisation is operating within the bounds of legal and ethical requirements. This can be done through regular audits, reviews of internal HR processes, and ongoing training and education.

Internal Assessment Criteria for the Practical Skill

IAC0201 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0202 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0203 Evaluate the level of competence in the application of the prescribed techniques.

IAC0204 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0103 Design and develop required HR systems, processes, and policies to support the achievement of HR and organisational objectives.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where HRM systems, processes, and policies to support the achievement of HR and organisational objectives must be developed and implemented with details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0301 Use appropriate tools to develop and integrate required HR systems.

PS0302 Use appropriate tools to develop and integrate required HR policies and procedures.

PS0303 Conduct critical analysis of leading practices for HR systems, policies and procedures and contextualise it for organisations.

PS0304 Implement HR policies, procedures, and systems (Continuous improvement, managing organisational readiness, dealing with resistance to change).

PS0305 Facilitate approval of HR systems policies and procedures.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0301 **Stakeholder engagement** Engaging with stakeholders, including employees, managers, and union representatives, can help to ensure that HR policies and procedures reflect the needs and expectations of all relevant parties. This can be achieved through focus groups, surveys, and individual interviews.

AK0302 **Legal and regulatory compliance** HR policies and procedures must be developed in compliance with relevant laws and regulations, including employment law, health and safety legislation, and data protection regulations. This can be achieved through regular review of legal requirements, and consultation with legal advisors.

AK0303 **Best practices** HR policies and procedures should be based on best practices in HR management and aligned with industry standards. This can be achieved through research and benchmarking against other organisations in the same sector.

AK0304 **Alignment with business goals and objectives** HR policies and procedures should be aligned with the overall goals and objectives of the organisation. This can be achieved through regular review of the company's business strategy, and consultation with key stakeholders.

AK0304 **Clarity and simplicity** HR policies and procedures should be clear, concise, and easy to understand, and written in plain language. This can be achieved through regular review of the language and format used in the policies and procedures.

AK0305 **Review and updating** HR policies and procedures should be regularly reviewed and updated to ensure they remain relevant and up to date. This can be achieved through regular review cycles, and consultation with stakeholders as necessary.

Internal Assessment Criteria for the Practical Skill

IAC0301 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0302 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0303 Evaluate the level of competence in the application of the prescribed techniques.

IAC0304 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0104 Use HR information technologies and people analytics to continually monitor, evaluate and report on the impact of human capital on organisational performance.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where HR information technologies and people analytics must be used, with details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0401 Determine and evaluate digital maturity level and readiness of organisations and determine appropriate actions.

PS0402 Determine and evaluate maturity level and readiness of organisations for the use of people analytics and plan appropriate actions.

PS0403 Interpret the findings of people analytics to improve organisational performance (Integration with organisational performance analytics).

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0401 **Executive buy-in** It is important to secure buy-in from senior leaders in the organisation, to ensure that the use of people analytics is seen as a strategic priority. This can be achieved through presentations, demonstrations, and case studies that highlight the potential benefits of people analytics.

AK0402 **Data collection and management** People analytics relies on accurate and relevant data. It is important to assess the data sources available and establish processes for collecting and managing data in a way that is secure and compliant with relevant laws and regulations.

AK0403 **Building a team** A team of data scientists, HR professionals, and business leaders should be assembled to lead the implementation of people analytics. This team should have the skills and expertise needed to collect and analyse data, interpret results, and communicate findings to stakeholders.

AK0404 **Technology** The use of technology is essential for the effective use of people analytics. It is important to identify and implement the technology needed to support data collection, analysis, and reporting.

AK0405 **Change management** Introducing the use of people analytics may require changes to HR processes and systems and may also affect the roles and responsibilities of HR and

other staff. It is important to manage these changes effectively, and provide support and training as needed.

AK0406 **Communication and education.** The use of people analytics should be communicated to all stakeholders, including employees, managers, and HR staff. This can be achieved through training sessions, presentations, and written materials.

Internal Assessment Criteria for the Practical Skill

IAC0401 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0402 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0403 Evaluate the level of competence in the application of the prescribed techniques.

IAC0404 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0104 Identify Human Resource Management risks and initiate actions to mitigate the risks.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where the HRM Advisor must determine HR risks and initiate mitigation actions, with details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0501 Use appropriate risk assessment processes to determine the HR risks associated with organisations.

PS0502 Analyse and classify the risks.

PS0503 Determine the potential causes of the serious risks.

PS0504 Develop preventative actions to prevent these causes from occurring.

PS0505 Develop contingency actions to mitigate the consequences caused by potential incidents emanating from the high priority risks.

PS0506 Create triggers and develop a risk management plan and process.

PS0507 Ensure that the risk management plan is available, known and continually updated and maintained.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0501 **Identifying potential risks** This involves identifying the HR-related risks that the organisation may face, such as legal compliance, employee relations, talent management,

and data security. This can be done through a review of relevant laws and regulations, and through consultation with HR professionals and other stakeholders.

AK0502 Assessing impact. The potential impact of each identified risk should be assessed, in terms of its likelihood and potential consequences. This can be done through scenario planning, and by considering the potential impact on the organisation's reputation, financial performance, and operations.

AK0503 Prioritising risks Based on the assessment of impact, risks should be prioritised, with a focus on those that are most critical to the organisation. This can be done using risk scoring and prioritisation methods.

AK0504 Developing mitigation strategies. For each identified risk, mitigation strategies should be developed to reduce the likelihood of the risk occurring and minimise the potential impact if it does occur. This can be done through the development of HR policies and procedures, the implementation of training and development programs, and the use of risk management tools and techniques.

AK0505 Monitoring and review The HR risk assessment should be regularly reviewed and updated, to ensure that it remains relevant and accurate considering changes to the organisation, its environment, and relevant laws and regulations. This can be done through regular monitoring of HR processes and using audit and review methods.

Internal Assessment Criteria for the Practical Skill

IAC0501 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0502 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0503 Evaluate the level of competence in the application of the prescribed techniques.

IAC0504 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
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Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
 - Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
 - Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.
 - Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
 - Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.

- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-000-00-PM-02, Facilitate the design and implementation of Talent Management and Workforce plans and initiatives. NQF Level 7, Credits 15.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Facilitate the design and implementation of Talent Management and Workforce plans and initiatives**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change in the way the **Talent Management and Workforce plans** are developed and integrated. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards for **the development and implementation of Talent Management and Workforce strategies and plans**.

Skills included in the Module.

PM0201 Develop and oversee implementation of strategic Workforce and Talent Management plans.

PM0202 Oversee and advise on the recruitment, selection, induction, on-boarding, transferring and termination of staff.

PM0203 Apply work and job analysis and design tools to implement and improve work performance.

PM0204 Select and apply appropriate job evaluation processes and tools and design remuneration packages.

Guidelines for the Practical Skills

PM0201 Develop and oversee implementation of strategic Workforce and Talent Management plans.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where oversight must be provided for the implementation of strategic Talent Management and Workforce Plans. Additional information relating to details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current organisational performance and HRM dynamics.

Required Performance (Practical Activities)

PS0101 Align current and required talent with the talent management strategy and obtain approval for implementation plans.

PS0102 Advise operational management regarding talent management processes.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 **Communication and engagement** It is important to communicate the talent management and workforce plans to all relevant stakeholders, including employees, managers, and HR staff. This can be done through presentations, written materials, and training sessions. This will ensure that everyone understands the goals and objectives of the plans, and their role in implementing them.

AK0102 **Project management.** The implementation of talent management and workforce plans requires a project management approach, with clear goals, timelines, budgets, and responsibilities. This will ensure that the plans are implemented in a timely and effective manner.

AK0103 **Monitoring and evaluation** Regular monitoring and evaluation of the implementation of talent management and workforce plans is essential, to ensure that the plans are achieving their desired outcomes. This can be done through regular progress reports and using performance metrics.

AK0104 **Feedback and adjustment** Feedback from stakeholders, including employees and managers, should be sought regularly, to ensure that the plans are working as intended, and to identify any areas for improvement. Based on this feedback, adjustments to the plans may be needed, to ensure that they remain relevant and effective.

AK0105 **Stakeholder management.** To ensure the successful implementation of talent management and workforce plans, it is important to manage stakeholders effectively, including employees, managers, HR staff, and external partners. This can be done through regular communication, consultation, and collaboration, to ensure that everyone is aligned and working towards common goals.

Internal Assessment Criteria for the Practical Skill

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0202 Oversee and advise on the recruitment, selection, induction, on-boarding, transferring and termination of staff.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where oversight and advice must be provided on staff recruitment, selection and placement including details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current organisational performance and HRM dynamics.

Required Performance (Practical Activities)

PS0201 Develop specific policies and procedures for staff procurement that is aligned to Talent Management, Workforce Planning, and staff procurement strategies.

PS0202 Evaluate the success of Talent Management, Workforce Planning and staff procurement activities and identify areas for improvement.

PS0203 Advise on the potential improvement and/or sustainability of current Talent Management, Workforce Planning, and staff procurement activities.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 **Job analysis and design.** It is important to conduct a thorough job analysis and design, to understand the skills, knowledge, and experience required for each role, and to ensure that the recruitment and selection process is aligned with the needs of the organisation.

AK0202 **Sourcing and attraction.** The recruitment and selection process should target a diverse pool of candidates, through a variety of sourcing channels, including online job boards, employee referrals, and professional networks.

AK0203 **Screening and selection.** Screening and selection techniques, such as resumes, interviews, and assessments, should be used to evaluate the suitability of candidates for each role, and to identify the best-fit candidate for the organisation.

AK0204 **Reference and background checks.** Reference and background checks should be conducted for all successful candidates, to verify their work history and to ensure that they are suitable for the role.

AK0205 **Onboarding.** The onboarding process should be well-designed and should provide new employees with the information and support they need to be successful in their new role.

AK0206 **Monitoring and evaluation.** Regular monitoring and evaluation of the recruitment, selection, and placement processes is important, to ensure that they are efficient, effective, and aligned with the needs of the organisation. This can be done through regular review of metrics, such as time-to-hire and cost-per-hire.

Internal Assessment Criteria for the Practical Skill

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0203 Apply work and job analysis and design tools to implement and improve work performance.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where work and job analysis and design tools must be used to improve work performance. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0301 Evaluate various approaches/models to work design and job analysis and select the approach most appropriate to the organisations needs and objectives.

PS0302 Implement a selected work design and job analysis approach.

PS0303 Measure the effectiveness of current job design on organisational performance and make recommendations for improvement and/or sustainability (Including shift work, flexi time etc.)

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0301 **Job analysis** Conducting a thorough job analysis is essential to understand the tasks, responsibilities, and skills required for each role. This information can then be used to design jobs that are more engaging, meaningful, and aligned with the needs of the organisation.

AK0302 **Employee involvement** Involving employees in the work design process can lead to more innovative and effective work designs. This can be done through focus groups, surveys, and individual consultations with employees.

AK0303 **Workplace flexibility** Offering flexible work arrangements, such as flexible hours, remote work, and job-sharing, can improve work design by allowing employees to balance their work and personal commitments, and to work in ways that suit their needs and preferences.

AK0304 **Technology** Incorporating technology into work design can improve efficiency, productivity, and job satisfaction. This can be done through the implementation of tools and systems that support remote work, automation, and collaboration.

AK0305 **Continuous improvement** Continuously reviewing and refining work design can ensure that it remains relevant and effective, and that it continues to support the needs of the organisation and its employees. This can be done through regular review of performance metrics, employee feedback, and the incorporation of best practices from other organisations. (Use techniques such as LEAN/Six Sigma).

Internal Assessment Criteria for the Practical Skill

IAC0301 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0302 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0303 Evaluate the level of competence in the application of the prescribed techniques.

IAC0304 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0204 Select and apply appropriate job evaluation processes and tools and design remuneration packages.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where current job evaluation methods and processes must be reviewed and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current organisational performance and HRM dynamics.

Required Performance (Practical Activities)

PS0401 Evaluate various approaches/models to job evaluation and select the approach most appropriate to the organisations needs and objectives.

PS0402 Facilitate job evaluations.

PS0403 Measure the effectiveness of current remuneration structures on organisational performance and make recommendations for improvement and/or sustainability.

PS0404 Design/re design an organisational remuneration strategy.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0401 **Job analysis** Conducting a thorough job analysis is essential to understand the tasks, responsibilities, and skills required for each job. This information can then be used to evaluate each job and determine its relative worth.

AK0402 **Selection of a job evaluation method** A range of job evaluation methods are available, including factor comparison, point factor, and job ranking. Organisations must choose the most appropriate method for their needs, taking into account the size and

complexity of the organisation, the type of jobs being evaluated, and the availability of resources.

AK0403 **Determination of job factors** Job factors, such as knowledge, skill, and responsibility, must be identified and defined, to enable the evaluation of each job.

AK0404 **Weighting of job factors.** The relative importance of each job factor must be determined, through a process of consensus-building, involving stakeholders from across the organisation.

AK0405 **Calculation of job scores.** Job scores must be calculated for each job, based on the weighting of each job factor, and the level of each factor for each job.

AK0406 **Verification and validation.** The job evaluation process must be verified and validated, through a process of review and independent validation, to ensure that it is fair, impartial, and consistent with the needs of the organisation.

Internal Assessment Criteria for the Practical Skill

IAC0401 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0402 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0403 Evaluate the level of competence in the application of the prescribed techniques.

IAC0404 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

242303-000-00-PM-03, Oversee the design and integration of L&D and Organisational Growth Strategies, plans and interventions. NQF Level 7, Credits 15.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Oversee the design and integration of L&D and Organisational Growth Strategies, plans and interventions.** Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change in the way the **L&D and Organisational Growth strategies and plans** are developed and integrated. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards for **the development and implementation of L&D and Organisational Growth strategies and plans.**

Skills included in the Module.

PM0301 Advise on the creation and implementation of learning and development strategies and plans.

PM0302 Advise on the creation and implementation of performance management strategies and plans.

PM0303 Advise on the creation and implementation of recognition and reward strategies and plans.

PM0304 Advise on the creation and implementation of career management strategies and plans.

PM0305 Advise on the creation and implementation of organisational and individual wellness strategies and plans.

PM0306 Advise on the creation and implementation of organisational development strategies and plans.

Guidelines for the Practical Skills

PM0301 Advise on the creation and implementation of learning and development strategies and plans.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where L&D strategies and plans must be reviewed, implemented, and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0101 Evaluate various L&D strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0102 Design L&D Policies, procedures, and Practices in line with the selected strategy.

PS0103 Measure the effectiveness of current L&D policies, procedures and practices on organisational performance and make recommendations for improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0104 Ensure alignment of L&D strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 **Assessment of current L&D practices** This involves evaluating the current L&D programs, processes, and systems in place to determine their effectiveness and efficiency.

AK0102 **Gap analysis** This involves identifying the gaps between the current L&D practices and the desired outcomes and determining what needs to be improved.

AK0103 **Stakeholder feedback** Gathering feedback from employees, managers, and other stakeholders can provide valuable insights into the perceived value of L&D programs and identify areas for improvement.

AK0104 **Surveys and questionnaires** Surveys and questionnaires can be used to gather data on employee learning preferences, satisfaction with current L&D programs, and areas for improvement.

AK0105 **Data analysis.** The data collected through surveys, questionnaires, and other sources can be analysed to identify trends and patterns that can inform decision-making and improvement efforts.

AK0106 **Benchmarking.** Comparing the organisation's L&D practices and outcomes with those of similar organisations can provide valuable insights into best practices and areas for improvement.

AK0107 **Return on Investment (ROI) analysis.** This involves evaluating the financial return on investment in L&D programs and determining their impact on the organisation's overall performance.

Internal Assessment Criteria for the Practical Skill

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0302 Advise on the creation and implementation of performance management strategies and plans.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where PERFORMANCE MANAGEMENT strategies and plans must be reviewed, implemented, and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0201 Evaluate various PERFORMANCE MANAGEMENT strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0202 Design PERFORMANCE MANAGEMENT Policies, procedures, and Practices in line with the selected strategy.

PS0203 Measure the effectiveness of current PERFORMANCE MANAGEMENT policies, procedures and practices on organisational performance and make recommendations for improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0204 Ensure alignment of PERFORMANCE MANAGEMENT strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 **Assessment of current PERFORMANCE MANAGEMENT practices** This involves evaluating the current PERFORMANCE MANAGEMENT programs, processes, and systems in place to determine their effectiveness and efficiency.

AK0202 **Gap analysis** This involves identifying the gaps between the current PERFORMANCE MANAGEMENT practices and the desired outcomes and determining what needs to be improved.

AK0203 **Stakeholder feedback.** Gathering feedback from employees, managers, and other stakeholders can provide valuable insights into the perceived value of PERFORMANCE MANAGEMENT programs and identify areas for improvement.

AK0204 **Surveys and questionnaires.** Surveys and questionnaires can be used to gather data on employee learning preferences, satisfaction with current PERFORMANCE MANAGEMENT programs, and areas for improvement.

AK0205 **Data analysis.** The data collected through surveys, questionnaires, and other sources can be analysed to identify trends and patterns that can inform decision-making and improvement efforts.

AK0206 **Benchmarking.** Comparing the organisation's PERFORMANCE MANAGEMENT practices and outcomes with those of similar organisations can provide valuable insights into best practices and areas for improvement.

AK0207 **Return on Investment (ROI) analysis.** This involves evaluating the financial return on investment in PERFORMANCE MANAGEMENT programs and determining their impact on the organisation's overall performance.

Internal Assessment Criteria for the Practical Skill

IAC0201 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0202 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0203 Evaluate the level of competence in the application of the prescribed techniques.

IAC0204 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0303 Advise on the creation and implementation of recognition and reward strategies and plans.

Scope for the Practical Skills

Given a simulated or real-world situation where EMPLOYEE RECOGNITION AND REWARDS strategies and plans must be reviewed, implemented, and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0301 Evaluate various EMPLOYEE RECOGNITION AND REWARDS strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0302 Design EMPLOYEE RECOGNITION AND REWARDS Policies, procedures, and Practices in line with the selected strategy.

PS0303 Measure the effectiveness of current EMPLOYEE RECOGNITION AND REWARDS policies, procedures and practices on organisational performance and make recommendations for improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0304 Ensure alignment of EMPLOYEE RECOGNITION AND REWARDS strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0301 **Assessment of current EMPLOYEE RECOGNITION AND REWARDS practices.** This involves evaluating the current EMPLOYEE RECOGNITION AND REWARDS programs, processes, and systems in place to determine their effectiveness and efficiency.

AK0302 **Gap analysis** This involves identifying the gaps between the current EMPLOYEE RECOGNITION AND REWARDS practices and the desired outcomes and determining what needs to be improved.

AK0303 **Stakeholder feedback** Gathering feedback from employees, managers, and other stakeholders can provide valuable insights into the perceived value of EMPLOYEE RECOGNITION AND REWARDS programs and identify areas for improvement.

AK0304 **Surveys and questionnaires** Surveys and questionnaires can be used to gather data on employee learning preferences, satisfaction with current EMPLOYEE RECOGNITION AND REWARDS programs, and areas for improvement.

AK0305 **Data analysis.** The data collected through surveys, questionnaires, and other sources can be analysed to identify trends and patterns that can inform decision-making and improvement efforts.

AK0306 **Benchmarking** Comparing the organisation's EMPLOYEE RECOGNITION AND REWARDS practices and outcomes with those of similar organisations can provide valuable insights into best practices and areas for improvement.

AK0307 **Return on Investment (ROI) analysis** This involves evaluating the financial return on investment in EMPLOYEE RECOGNITION AND REWARDS programs and determining their impact on the organisation's overall performance.

Internal Assessment Criteria for the Practical Skill

IAC0301 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0302 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0303 Evaluate the level of competence in the application of the prescribed techniques.

IAC0304 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0304 Advise on the creation and implementation of career management strategies and plans.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where EMPLOYEE CAREER MANAGEMENT strategies and plans must be reviewed, implemented, and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0401 Evaluate various EMPLOYEE CAREER MANAGEMENT strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0402 Design EMPLOYEE CAREER MANAGEMENT Policies, procedures, and Practices in line with the selected strategy.

PS0403 Measure the effectiveness of current EMPLOYEE CAREER MANAGEMENT policies, procedures and practices on organisational performance and make recommendations for improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0404 Ensure alignment of EMPLOYEE CAREER MANAGEMENT strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0401 **Assessment of current EMPLOYEE CAREER MANAGEMENT practices** This involves evaluating the current EMPLOYEE CAREER MANAGEMENT programs, processes, and systems in place to determine their effectiveness and efficiency.

AK0402 **Gap analysis** This involves identifying the gaps between the current EMPLOYEE CAREER MANAGEMENT practices and the desired outcomes and determining what needs to be improved.

AK0403 **Stakeholder feedback** Gathering feedback from employees, managers, and other stakeholders can provide valuable insights into the perceived value of EMPLOYEE CAREER MANAGEMENT programs and identify areas for improvement.

AK0404 **Surveys and questionnaires** Surveys and questionnaires can be used to gather data on employee learning preferences, satisfaction with current EMPLOYEE CAREER MANAGEMENT programs, and areas for improvement.

AK0405 **Data analysis** the data collected through surveys, questionnaires, and other sources can be analysed to identify trends and patterns that can inform decision-making and improvement efforts.

AK0406 **Benchmarking** Comparing the organisation's EMPLOYEE CAREER MANAGEMENT practices and outcomes with those of similar organisations can provide valuable insights into best practices and areas for improvement.

AK0407 **Return on Investment (ROI) analysis** This involves evaluating the financial return on investment in EMPLOYEE CAREER MANAGEMENT programs and determining their impact on the organisation's overall performance.

Internal Assessment Criteria for the Practical Skill

IAC0401 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0402 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0403 Evaluate the level of competence in the application of the prescribed techniques.

IAC0404 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0305 Advise on the creation and implementation of organisational and individual wellness strategies and plans.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where ORGANISATIONAL AND INDIVIDUAL WELLNESS strategies and plans must be reviewed, implemented, and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0501 Evaluate various ORGANISATIONAL AND INDIVIDUAL WELLNESS strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0502 Design ORGANISATIONAL AND INDIVIDUAL WELLNESS Policies, procedures, and Practices in line with the selected strategy.

PS0503 Measure the effectiveness of current ORGANISATIONAL AND INDIVIDUAL WELLNESS policies, procedures and practices on organisational performance and make recommendations for improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0504 Ensure alignment of ORGANISATIONAL AND INDIVIDUAL WELLNESS strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0501 **Assessment of current ORGANISATIONAL AND INDIVIDUAL WELLNESS practices** This involves evaluating the current ORGANISATIONAL AND INDIVIDUAL WELLNESS programs, processes, and systems in place to determine their effectiveness and efficiency.

AK0502 **Gap analysis** This involves identifying the gaps between the current ORGANISATIONAL AND INDIVIDUAL WELLNESS practices and the desired outcomes and determining what needs to be improved.

AK0503 **Stakeholder feedback** Gathering feedback from employees, managers, and other stakeholders can provide valuable insights into the perceived value of ORGANISATIONAL AND INDIVIDUAL WELLNESS programs and identify areas for improvement.

AK0504 **Surveys and questionnaires** Surveys and questionnaires can be used to gather data on employee learning preferences, satisfaction with current ORGANISATIONAL AND INDIVIDUAL WELLNESS programs, and areas for improvement.

AK0505 **Data analysis.** The data collected through surveys, questionnaires, and other sources can be analysed to identify trends and patterns that can inform decision-making and improvement efforts.

AK0506 **Benchmarking.** Comparing the organisation's ORGANISATIONAL AND INDIVIDUAL WELLNESS practices and outcomes with those of similar organisations can provide valuable insights into best practices and areas for improvement.

AK0507 **Return on Investment (ROI) analysis.** This involves evaluating the financial return on investment in ORGANISATIONAL AND INDIVIDUAL WELLNESS programs and determining their impact on the organisation's overall performance.

Internal Assessment Criteria for the Practical Skill

IAC0501 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0502 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0503 Evaluate the level of competence in the application of the prescribed techniques.

IAC0504 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0306 Advise on the creation and implementation of organisational development strategies and plans.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where ORGANISATIONAL DEVELOPMENT strategies and plans must be reviewed, implemented, and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0601 Evaluate various ORGANISATIONAL DEVELOPMENT strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0602 Design ORGANISATIONAL DEVELOPMENT Policies, procedures, and Practices in line with the selected strategy.

PS0603 Measure the effectiveness of current ORGANISATIONAL DEVELOPMENT policies, procedures and practices on organisational performance and make recommendations for

improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0604 Ensure alignment of ORGANISATIONAL DEVELOPMENT strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0601 **Assessment of current ORGANISATIONAL DEVELOPMENT practices** This involves evaluating the current ORGANISATIONAL DEVELOPMENT programs, processes, and systems in place to determine their effectiveness and efficiency.

AK0602 **Gap analysis** This involves identifying the gaps between the current ORGANISATIONAL DEVELOPMENT practices and the desired outcomes and determining what needs to be improved.

AK0603 **Stakeholder feedback.** Gathering feedback from employees, managers, and other stakeholders can provide valuable insights into the perceived value of ORGANISATIONAL DEVELOPMENT programs and identify areas for improvement.

AK0604 **Surveys and questionnaires.** Surveys and questionnaires can be used to gather data on employee learning preferences, satisfaction with current ORGANISATIONAL DEVELOPMENT programs, and areas for improvement.

AK0605 **Data analysis.** The data collected through surveys, questionnaires, and other sources can be analysed to identify trends and patterns that can inform decision-making and improvement efforts.

AK0606 **Benchmarking.** Comparing the organisation's ORGANISATIONAL DEVELOPMENT practices and outcomes with those of similar organisations can provide valuable insights into best practices and areas for improvement.

AK0607 **Return on Investment (ROI) analysis.** This involves evaluating the financial return on investment in ORGANISATIONAL DEVELOPMENT programs and determining their impact on the organisation's overall performance.

Internal Assessment Criteria for the Practical Skill

IAC0601 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0602 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0603 Evaluate the level of competence in the application of the prescribed techniques.

IAC0604 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

242303-000-00-PM-04, Guide and advise on the creation and maintenance of world class employment relations in the organisation. NQF Level 7, Credits 20.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Guide and advise on the creation and maintenance of world class employment relations**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change in the way the **Employment Relations is created, Improved, maintained, and sustained**. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards for **the creation, improvement, and maintenance of Employment Relations**.

Skills included in the Module.

PM0401 Participate in and advise on discipline and grievance handling.

PM0402 Build, maintain, and manage relationships with organised labour.

PM0403 Build, manage, and maintain relationships with and between all employees.

PM0404 Design, align and maintain appropriate remuneration strategies.

Guidelines for the Practical Skills

Scope for the Practical Skills

PM0401 Participate in and advise on discipline and grievance handling.

Condition for Performance

Given a simulated or real-world situation where disciplinary and grievance cases must be handled. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0101 Ensure adherence to procedural, substantive, and legal fairness of all disciplinary action and grievance handling.

PS0102 Participate in grievance handling consultations and disciplinary hearings.

PS0103 Analyse trends regarding organisational discipline and grievances and make recommendations for strategic intervention.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 **Developing clear policies and procedures** Having clear, written policies and procedures in place for discipline and grievance handling can help ensure consistency and fairness in decision-making.

AK0102 **Employee training** Providing training for employees and managers on discipline and grievance handling policies and procedures can help ensure understanding and compliance.

AK0103 **Encouraging early resolution** Encouraging employees to raise concerns or grievances as soon as possible can help resolve issues quickly and fairly before they escalate.

AK0104 **Encouraging open communication** Creating an environment where employees feel comfortable raising concerns or grievances and where managers are approachable and responsive can help foster open communication and build trust.

AK0105 **Gathering evidence** Gathering relevant evidence from all parties involved can help ensure a thorough investigation and a fair and objective decision.

AK0106 **Ensuring impartiality** Appointing impartial individuals or teams to handle discipline and grievance cases can help ensure that decisions are based on the facts and free from bias.

AK0107 **Documenting the process** Documenting the steps taken in the discipline and grievance handling process can help ensure accountability and transparency.

AK0108 **Providing appeal processes** Providing employees with the opportunity to appeal decisions made through the discipline and grievance handling process can help ensure fairness and accountability.

Internal Assessment Criteria for the Practical Skill

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0402 Build, maintain, and manage relationships with organised labour.

Condition for Performance

Given a simulated or real-world situation where relationships with organised labour must be evaluated, improved, and sustained. Including details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0201 Initiate and facilitate appropriate forums and meetings with organised labour.

PS0202 Apply and promote the concept of joint problem solving.

PS0203 Facilitate education for organised labour regarding organisational strategies and operational realities.

PS0204 Facilitate the early identification and prevention of potential conflict and the resolution of actual conflict.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 **Open communication** Encouraging open and regular communication between management and labour representatives can help build trust and understanding and ensure that concerns are addressed in a timely and effective manner.

AK0202 **Joint problem-solving** Encouraging joint problem-solving between management and labour representatives can help build a sense of shared ownership and responsibility for resolving issues and finding mutually beneficial solutions.

AK0203 **Regular meetings** Holding regular meetings between management and labour representatives can help maintain an ongoing dialogue and address issues as they arise.

AK0204 **Employee involvement** Encouraging employee involvement in decision-making and consultation processes can help build a sense of empowerment and engagement and ensure that employee perspectives are considered.

AK0205 **Building trust** Building trust between management and labour representatives requires transparency, consistency, and fairness in decision-making, and a commitment to the mutual interests of the organisation and its employees.

AK0206 **Providing opportunities for training and development** Providing opportunities for training and development can help employees build their skills and knowledge and contribute to a positive and sustainable workplace culture.

AK0207 **Foster collaboration** Encouraging collaboration and teamwork between management and labour representatives can help build a sense of shared purpose and ensure that the organisation is working together towards common goals.

Internal Assessment Criteria for the Practical Skill

IAC0201 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0202 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0203 Evaluate the level of competence in the application of the prescribed techniques.

IAC0204 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0403 Build, manage, and maintain relationships with and between all employees.

Condition for Performance

Given a simulated or real-world situation where an HRM Advisor must evaluate and improve the relationships with and between employees in an organisation. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0301 Evaluate various Employment Relations strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0302 Design Employment Relations Policies, procedures, and Practices in line with the selected Employment Relations Strategy.

PS0303 Measure the effectiveness of current Employment Relations policies, procedures and practices on organisational performance and make recommendations for improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0304 Ensure alignment of Employment Relations Management strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0301 **Encouraging open communication** Encouraging open and regular communication between employees and management can help build trust and understanding and ensure that concerns are addressed in a timely and effective manner.

AK0302 **Promoting teamwork and collaboration** Encouraging teamwork and collaboration between employees can help build a sense of shared purpose and foster a positive and productive workplace culture.

AK0303 **Providing opportunities for training and development** Providing opportunities for training and development can help employees build their skills and knowledge and contribute to a positive and sustainable workplace culture.

AK0304 **Recognising and rewarding good performance** Recognising and rewarding good performance can help boost employee morale, engagement, and motivation.

AK0305 **Encouraging employee involvement** Encouraging employee involvement in decision-making and consultation processes can help build a sense of empowerment and ensure that employee perspectives are considered.

AK0306 **Addressing conflicts** Addressing conflicts in a timely and effective manner can help resolve issues and maintain a positive and productive workplace culture.

AK0307 **Building trust** Building trust between employees and management requires transparency, consistency, and fairness in decision-making, and a commitment to the mutual interests of the organisation and its employees.

AK0308 **Encouraging work-life balance** Encouraging work-life balance can help employees maintain their well-being and contribute to a positive and sustainable workplace culture.

AK0309 Establish and professionally maintain Employee Assistance Programmes (EAP).

Internal Assessment Criteria for the Practical Skill

IAC0301 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0302 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0303 Evaluate the level of competence in the application of the prescribed techniques.

IAC0304 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0404 Design, align and maintain appropriate remuneration strategies.

Condition for Performance

Condition for Performance

Given a simulated or real-world situation where remuneration strategies and practices must be reviewed and improved Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0401 Evaluate various Remuneration strategies and select the strategy most appropriate to the organisations needs and objectives.

PS0402 Design Remuneration Policies, procedures, and Practices in line with the selected strategy.

PS0403 Measure the effectiveness of current Remuneration policies, procedures and practices on organisational performance and make recommendations for improvement and/or sustainability (QA processes, alignment to National and Global Standards).

PS0404 Ensure alignment of Remuneration strategies, systems, and processes to current and evolving legislative requirements and leading practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0401 Define the organisation's objectives Establish clear and achievable objectives for the remuneration strategy that are aligned with the organisation's overall goals and values.

AK0402 Conduct a market analysis Conduct a thorough analysis of the current labour market, including market trends and competitive salaries, to determine what is required to attract and retain top talent.

AK0403 Consider internal factors Consider internal factors such as the organisation's budget, current remuneration structure, and the needs of employees, to determine what is feasible and equitable.

AK0404 Develop the remuneration philosophy Develop a remuneration philosophy that defines the organisation's approach to compensation and benefits and outlines the key principles and values that will guide decision-making.

AK0405 Design the remuneration structure Design a remuneration structure that includes base pay, benefits, incentives, and bonuses, considering the organisation's objectives, market analysis, and internal factors.

AK0406 Determine job grades and pay scales Determine job grades and pay scales for all roles within the organisation, considering factors such as skill level, experience, and market demand.

AK0407 Review and adjust regularly review and adjust the remuneration strategy as required to ensure it remains relevant and aligned with the organisation's goals and the changing needs of employees and the labour market.

Internal Assessment Criteria for the Practical Skill

IAC0401 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0402 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0403 Evaluate the level of competence in the application of the prescribed techniques.

IAC0404 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

242303-000-00-PM-05, Oversee and advise on the delivery of needs driven HRM services. NQF Level 7, Credits 10.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Oversee and advise on the delivery of needs driven HRM services**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change in the way the **HRM services are delivered** and integrated. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards for **the development and implementation of HRM services**.

Skills included in the Module.

PM0501 Oversee and advise on internal HR functions and services and the use of outsourced HR services.

PM0502 Oversee and advise on the ethical use of People Analytics.

PM0503 Measure and ethically report on the value of HR services.

Guidelines for the Practical Skills

PM0501 Oversee and advise on internal HR functions and services and the use of outsourced HR services.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where HRM management processes must be reviewed and improved. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0101 Apply PLOC functions and activities within the context of an HR Function.

PS0102 Evaluate and determine the cost efficiency and appropriateness of outsourcing HR services.

PS0103 Set and implement criteria for the effective management of outsourced HR services.

PS0104 Provide basic executive coaching on the use and application of HR policies, procedures, and practices.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 Define the HRM function's objectives Establish clear and achievable objectives for the HRM function that are aligned with the organisation's overall goals and values.

AK0102 Assess current processes and systems Assess the current HRM processes and systems in place to determine what is working well and what needs improvement.

AK0103 Develop HR policies and procedures Develop comprehensive HR policies and procedures that outline the organisation's approach to HRM and ensure compliance with relevant laws and regulations.

AK0104 Implement HR information systems Implement HR information systems that support the effective management of HR processes and data, and that provide meaningful insights and analytics to support decision-making.

AK0105 Provide training and support Provide training and support to HR staff and other stakeholders to ensure they are equipped to effectively implement and manage the HRM system.

AK0106 Monitor and evaluate performance Monitor and evaluate the performance of the HRM function to ensure it is meeting objectives and contributing to the organisation's success.

AK0107 Continuously improve Continuously improve the HRM system by incorporating feedback and lessons learned, and by staying abreast of industry trends and best practices.

Internal Assessment Criteria for the Practical Skill

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0502 Oversee and advise on the ethical use of People Analytics.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where advice must be provided on the ethical use of people analytics. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0201 Evaluate and create an overall view of the use of people analytics in the organisation.

PS0202 Ensure the application of an ethical code of good practice to the use of people analytics.

PS0203 Provide Advice regarding the effective and ethical use of people analytics in the organisation.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 Develop a code of ethics Develop a code of ethics that outlines the organisation's values, principles, and standards of behavior, and that provides guidance on ethical decision-making.

AK0202 Provide ethics training Provide ethics training and education to employees, managers, and leaders, to ensure they understand the organisation's code of ethics and their responsibilities to promote ethical conduct.

AK0203 Encourage open communication Encourage open and transparent communication and provide employees with channels to raise ethical concerns and report potential violations.

AK0204 Foster a positive organisational culture Foster a positive organisational culture that supports ethical behavior and values, and that encourages employees to make ethical choices.

AK0205 Hold leaders accountable Hold leaders and managers accountable for promoting ethical conduct and creating a culture of ethics within their teams.

AK0206 Implement consequences for unethical behavior Implement clear and meaningful consequences for unethical behavior and ensure that violations are investigated and addressed appropriately.

AK0207 Continuously review and improve Continuously review and improve the organisation's ethics program, taking into account feedback and lessons learned, and staying abreast of industry trends and best practices.

Internal Assessment Criteria for the Practical Skill

IAC0201 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0202 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0203 Evaluate the level of competence in the application of the prescribed techniques.

IAC0204 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0503 Measure and ethically report on the value of HR services.

Scope for the Practical Skills

Condition for Performance

Given a simulated or real-world situation where a HRM Advisor must evaluate and report on the value of HRM services in an organisation. Include details and facts regarding the internal

and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics.

Required Performance (Practical Activities)

PS0301 Develop KPAs, KPIs and measurement methods for HR services.

PS0302 Gather and analyse data against the KPAs and KPIs.

PS0303 Generate proactive and ethical reports recommending improvements to HR service delivery.

PS0304 Conduct team and individual reviews to improve performance against the HR service KPAs and KPIs.

PS0305 Conduct client surveys regarding their experience of the HRM services and act upon the findings of the surveys.

PS0306 Do a ROI analysis of the provided services.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0301 Define HRM service objectives Establish clear and achievable objectives for HRM services that are aligned with the organisation's overall goals and values.

AK0302 Assess current HRM services Assess the current HRM services offered by the organisation, including their scope, quality, and impact, to determine what is working well and what needs improvement.

AK0303 Gather feedback from stakeholders Gather feedback from stakeholders, including employees, managers, and leaders, to understand their perceptions and needs, and to identify areas for improvement.

AK0304 Analyse data and metrics Analyse data and metrics related to HRM services, including employee satisfaction, retention, and productivity, to understand their impact on the organisation.

AK0306 Identify and prioritise improvement opportunities Identify and prioritise improvement opportunities based on feedback and data analysis and develop a plan to implement improvements.

AK0307 Implement improvements Implement improvements to HRM services, including changes to policies, processes, and systems, and communicate these changes to stakeholders.

AK0308 Monitor and evaluate Monitor and evaluate the impact of improvements and continue to gather feedback from stakeholders to assess the value of HRM services over time.

AK0309 Continuously improve Continuously improve the value of HRM services by incorporating feedback and lessons learned, and by staying abreast of industry trends and best practices.

Internal Assessment Criteria for the Practical Skill

IAC0301 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0302 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0303 Evaluate the level of competence in the application of the prescribed techniques.

IAC0304 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
 - Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
 - Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.

- Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
- Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

SECTION 3C WORK EXPERIENCE MODULE SPECIFICATIONS

The following is a broad description of the work exposure that the learner must have. The work exposure will be guided by including the required work experiences in a logbook. It is essential that a proper mentoring process is designed to ensure that learners time is productively utilised and that the work exposure supports the required-on job learning.

List of Work Experience Module Specifications

242303-000-00-WM-01, Organisational and HRM strategic planning and strategy implementation processes. NQF Level 7, Credits 8.

242303-000-00-WM-02, Strategic Talent Management Processes. NQF Level 7, Credits 16.

242303-000-00-WM-03, Strategic Learning and development and organisational growth processes. NQF Level 7, Credits 8.

242303-000-00-WM-04, Organisational Employment Relations Management Processes. NQF Level 7, Credits 8.

242303-000-00-WM-05, HRM service delivery processes. NQF Level 7, Credits 8.

Total number of credits for Knowledge Modules 48

WORK EXPERIENCE MODULE DETAILS

242303-000-00-WM-01, Organisational and HRM strategic planning and strategy implementation processes. NQF Level 7, Credits 8.

List of Experiences included in the module.

WE0101 Conduct environmental scanning.

- Conduct an environmental scan using strategic analysis tools.
- Summarise the major threats identified.
- Develop and present recommendations within the work environment.

WE0102 Review and report on organisational design.

WE0103 Develop/review HR systems, processes, and policies.

- Select a specific HRM process and related policy.

WE0104 Review HR information Technology and interpret people analytics.

WE0105 Do HRM Risk assessment.

Guidelines for Work Experience

Work Experiences that the learner must be exposed to

WE0101 Conduct environmental scanning.

Work activities to gain the experience and exposure.

Conduct environmental scanning within a specific work environment by:

WA0101 Identifying relevant sources of information and data for environmental scanning.

WA0102 Collecting and analysing information on external factors that could impact the organisation.

WA0103 Evaluating the potential impact of the identified external factors on the organisation.

WA0104 Identifying and assessing opportunities and threats arising from the environmental factors.

WA0105 Communicating the findings and implications of the environmental scanning to stakeholders within the organisation.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Reports and action plans.

SE02 Managers Observation and evaluation Report.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0102 Review and report on organisational design.

Work activities to gain the experience and exposure.

WA0201 Evaluate the current organisational structure, roles and responsibilities, and processes.

WA0202 Identify the organisation's goals and objectives and aligning the design to support them.

WA0203 Analyse the organisation's culture, values, and communication channels to ensure they are consistent with the design.

WA0204 Identify potential areas for improvement in the organisational design, including changes to roles, reporting lines, and processes.

WA0205 Develop and implementing a plan to transition to the new organisational design, including communication, training, and change management activities.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0103 Develop/review HR systems, processes, and policies.**Work activities to gain the experience and exposure.**

WA0301 Conduct a needs assessment to identify the organisation's requirements for HR systems, policies, and procedures.

WA0302 Research and analysing industry best practices and legal requirements to ensure compliance and effectiveness of HR systems.

WA0303 Draft HR policies and procedures that align with the organisation's goals and objectives, and ensuring they are communicated and understood by all relevant stakeholders.

WA0304 Develop HR systems, such as recruitment, performance management, and employee training, that are consistent with the policies and procedures and meet the organisation's needs.

WA0305 Review and updating HR systems, policies, and procedures to ensure they remain current, relevant, and effective.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0104 Review HR information Technology and interpret people analytics.**Work activities to gain the experience and exposure.**

WA0401 Identify the HRM information technology and people analytics currently in use in the organisation.

WA0402 Evaluate the effectiveness of the current HRM technology and analytics in meeting the organisation's HRM needs and goals.

WA0403 Analyse the quality and accuracy of the HRM data and information generated by the technology and analytics.

WA0404 Identify potential areas for improvement in the HRM technology and analytics, including changes to software, data management, and reporting processes.

WA0405 Develop and implementing a plan to optimise the use of HRM technology and people analytics, including training and change management activities.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0105 Do HRM Risk assessment.

Work activities to gain the experience and exposure.

WA0501 Identify the potential HRM risks that could impact the organisation, such as legal compliance, employee safety, and reputation damage.

WA0502 Evaluate the likelihood and potential impact of each identified HRM risk.

WA0503 Analyse the effectiveness of the organisation's current HRM risk management processes and procedures.

WA0504 Develop and implementing strategies to mitigate or eliminate identified HRM risks, such as policies, training programs, and contingency plans.

WA0505 put actions in place to regularly monitor and review the effectiveness of the HRM risk management strategies and adjusting them as necessary.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

242303-000-00-WM-02, Strategic Talent Management and workforce planning Processes. NQF Level 7, Credits 16.

List of Experiences included in the module.

WE0201 Participate in the development of workforce and talent management plans.

WE0202 Advise on recruitment, selection, induction, on-boarding, transferring and termination of staff.

WE0203 Apply work and job analysis and design tools to implement and improve work performance.

WE0204 Do job evaluation.

WE0205 Review and report on the remuneration strategy.

Guidelines for Work Experience

WE0201 Participate in the development of workforce and talent management plans.

Work activities to gain the experience and exposure.

WA0101 Identify the workforce and talent requirements needed to achieve the organisation's strategic goals and objectives.

WA0102 Analyse the current workforce and talent management practices, including recruitment, retention, and career development.

WA0103 Assess the organisation's current and future talent pipeline and identifying potential gaps in skills and experience.

WA0104 Develop and implementing workforce and talent management strategies to address identified gaps, such as training and development programs, succession planning, and recruitment initiatives.

WA0105 Create processes to regularly monitoring and reviewing the effectiveness of the workforce and talent management strategies and adjusting them as necessary to ensure alignment with organisational goals and changing business needs.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0202 Advise on recruitment, selection, induction, on-boarding, transferring and termination of staff.

Work activities to gain the experience and exposure.

WA0201 Advise on recruitment: identifying job requirements, sourcing, and screening candidates, conducting interviews, and selecting the best-fit candidates.

WA0202 Advise on selection: designing selection criteria, conducting tests and checks, and recommending the most suitable candidate.

WA0203 Advise on on-boarding: developing orientation programs, providing training and support, and ensuring successful integration of new hires.

WA0204 Advise on transferring staff: identifying needs, assessing skills and experience, facilitating transitions, and ensuring successful integration into new roles.

WA0205 Advise on terminating staff: understanding legal requirements, assessing reasons for termination, conducting exit interviews, and ensuring a fair and respectful process.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0203 Apply work and job analysis and design tools to implement and improve work performance.

Work activities to gain the experience and exposure.

WA0301 Apply job analysis tools: collecting and analysing information about job duties, responsibilities, required skills and knowledge, and working conditions to develop accurate job descriptions.

WA0302 Apply work design tools: design efficient work processes, establishing clear roles and responsibilities, determine optimal task sequencing, and ensure effective communication and collaboration among team members.

WA0303 Apply competency modelling tools: identify the knowledge, skills, and behaviours required to perform job tasks successfully and use this information to develop competency-based job profiles and training programs.

WA0304 Apply job evaluation tools: compare the relative worth of different jobs based on their responsibilities, required skills, and working conditions, and establishing a fair and equitable pay structure for employees.

WA0305 Apply performance management tools: establish clear performance goals and expectations, provide regular feedback and coaching, conducting performance evaluations, and identifying opportunities for employee development and growth.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0204 Do job evaluation.

Work activities to gain the experience and exposure.

WA0401 Facilitate the selection of job evaluation processes.

WA0402 Evaluate the effectiveness of current job evaluation tools and processes.

WA0403 Use different job evaluation processes to evaluate jobs.

WA0404 Recommend changes/improvements to the job evaluation process.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0205 Review and report on the remuneration strategy.

Work activities to gain the experience and exposure.

WA0501 Gather data on current compensation practices, including salary levels, benefits, and bonuses, through various sources such as industry surveys, market data, and internal data.

WA0502 Evaluate the competitiveness and effectiveness of the organisation's remuneration strategy in attracting, retaining, and motivating employees to meet business objectives.

WA0503 Analyse the internal equity of the compensation structure to ensure fairness and consistency across job roles and levels.

WA0504 Recommend changes or updates to the remuneration strategy, including adjustments to salary levels, benefit programs, and bonus structures, to align with market trends and business goals.

WA0505 Develop communication and implementation plans for the revised remuneration strategy to ensure that employees understand and support the changes, and that the new strategy is effectively integrated into the organisation's overall HR practices.

Contextual Workplace Knowledge

WK01 Site specific Policies

WK02 Site Specific Procedures and SOP's

WK03 Regulatory Requirements

WK04 Professional guidelines.

Supporting Evidence

SE01 Performance Reports

SE02 Managers Observation Reports

SE03 Minutes of Meetings

SE04 Peer and customer feedback

SE05 Signed Off Logbook

242303-000-00-WM-03, Strategic Learning and development and organisational growth processes. NQF Level 7, Credits 8.

List of Experiences included in the module.

WE0301 Implementation of Learning and Development strategies and plans

WE0302 Implementation of Performance Management strategies and plans

WE0303 Implementation of Rewards and Recognition strategies and plans

WE0304 Implementation of Career Management strategies and plans

WE0305 Implementation of Organisational and Individual Wellness strategies and plans

WE0306 Implementation of Organisational Development strategies and plans.

Guidelines for work gaining experience and exposure.

WE0301 Implementation of Learning and Development strategies and plans

Work activities to gain the experience and exposure.

WA0101 Conduct a training needs assessment to identify knowledge and skill gaps and determine the most effective training methods and programs to address them.

WA0102 Develop training materials, programs, and curriculums that are aligned with organisational goals and are engaging, interactive, and effective in meeting the identified learning objectives.

WA0103 Deliver training programs through various methods, such as in-person, online, or blended learning, and evaluating their effectiveness through assessments, surveys, and feedback mechanisms.

WA0104 Monitor and tracking employee progress and performance through ongoing coaching and feedback, and providing additional support or training as needed to ensure continued growth and development.

WA0105 Evaluate the overall effectiveness of the learning and development strategy and programs through metrics such as employee engagement, knowledge retention, and job performance, and making adjustments as necessary to continuously improve and meet the changing needs of the organisation.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0302 Implementation of Performance Management strategies and plans

WA0201 Work activities to gain the experience and exposure.

WA0202 Review the current strategies and plans.

WA0203 Research leading practices for the task.

WA0204 Analyse the findings and recommend possible improvements.

WA0205 Develop an implementation plan for implementing approved recommendations.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0303 Implementation of Rewards and Recognition strategies and plans

Work activities to gain the experience and exposure.

WA0301 Work activities to gain the experience and exposure.

WA0302 Review the current strategies and plans.

WA0303 Research leading practices for the task.

WA0304 Analyse the findings and recommend possible improvements.

WA0305 Develop an implementation plan for implementing approved recommendations.

Contextual Workplace Knowledge that must be tested.

- WK01 Site specific Policies.
- WK02 Site Specific Procedures and SOP's.
- WK03 Regulatory Requirements.
- WK04 Professional guidelines.

Supporting Evidence that must be collected.

- SE01 Performance Reports.
- SE02 Managers Observation Reports.
- SE03 Minutes of Meetings.
- SE04 Managers evaluation statement.
- SE05 Peer and customer feedback.
- SE06 Signed Off Logbook.

WE0304 Implementation of Career Management strategies and plans

Work activities to gain the experience and exposure.

- WA0401 Work activities to gain the experience and exposure.
- WA0402 Review the current strategies and plans.
- WA0403 Research leading practices for the task.
- WA0404 Analyse the findings and recommend possible improvements.
- WA0405 Develop an implementation plan for implementing approved recommendations.

Contextual Workplace Knowledge that must be tested.

- WK01 Site specific Policies.
- WK02 Site Specific Procedures and SOP's.
- WK03 Regulatory Requirements.
- WK04 Professional guidelines.

Supporting Evidence that must be collected.

- SE01 Performance Reports.
- SE02 Managers Observation Reports.
- SE03 Minutes of Meetings.
- SE04 Managers evaluation statement.
- SE05 Peer and customer feedback.
- SE06 Signed Off Logbook.

WE0305 Implementation of Organisational and Individual Wellness strategies and plans

- WA0501 Work activities to gain the experience and exposure.
- WA0502 Review the current strategies and plans.
- WA0503 Research leading practices for the task.

WA0504 Analyse the findings and recommend possible improvements.

WA0505 Develop an implementation plan for implementing approved recommendations.

Work activities to gain the experience and exposure.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0306 Implementation of Organisational Development strategies and plans

Work activities to gain the experience and exposure.

WA0601 Work activities to gain the experience and exposure.

WA0602 Review the current strategies and plans.

WA0603 Research leading practices for the task.

WA0604 Analyse the findings and recommend possible improvements.

WA0605 Develop an implementation plan for implementing approved recommendations.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

242303-000-00-WM-04, Organisational Employment Relations Management Processes. NQF Level 7, Credits 8.

List of Experiences included in the module.

WE0401 Participate in discipline and grievance handling.

WE402 Participate in forums, meetings, and negotiations with organised labour.

WE0403 Review and report on the organisational employee communication systems, processes, and practices.

Guidelines for Work Experience

WE0401 Participate in discipline and grievance handling.

Work activities to gain the experience and exposure.

WA0101 Provide guidance and support to managers and employees involved in the discipline and grievance process.

WA0102 Review and analyse evidence to ensure that the discipline or grievance is being handled fairly and in accordance with company policies and procedures.

WA0103 Help to conduct investigations into alleged misconduct or grievances, including interviewing witnesses and collecting evidence.

WA0104 Advise on the appropriate course of action to take, including potential disciplinary measures or alternative dispute resolution options.

WA0105 Keep accurate and detailed records of all disciplinary and grievance proceedings to ensure compliance with legal requirements and to provide a history of the case if needed in the future.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

WE0402 Participate in forums, meetings, and negotiations with organised labour.

Work activities to gain the experience and exposure.

WA0201 Represent the company's interests during collective bargaining negotiations with union representatives.

WA0202 Provide guidance and advice to management on labour laws and regulations to ensure compliance during negotiations.

WA0203 Facilitate communication and maintain a positive relationship between management and union representatives.

WA0204 Analyse and review proposals from the union to assess their potential impact on the company's operations and finances.

WA0205 Develop and implement strategies to resolve labour disputes and maintain a productive work environment.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Managers evaluation statement.

SE05 Peer and customer feedback.

SE06 Signed Off Logbook.

SE06 Signed Off Logbook.

WE0403 Review and report on the organisational employee communication systems, processes, and practices.

Work activities to gain the experience and exposure.

WA0301 Conduct an audit of current communication practices to identify areas for improvement and develop a comprehensive communication strategy.

WA0302 Develop/review a range of communication channels, such as newsletters, intranet, and social media, to ensure employees are informed and engaged.

WA0303 Provide training and support to managers to improve their communication skills and facilitate effective communication within their teams.

WA0304 Monitor and evaluate the effectiveness of communication strategies, soliciting feedback from employees and adjusting as needed.

WA0305 Collaborate with other departments, such as marketing and IT, to ensure a consistent and coordinated approach to internal communications across the organisation.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

242303-000-00-WM-05, HRM service delivery processes. NQF Level 7, Credits 8.

List of Experiences included in the module.

WE0501 Participate in oversight and management of HR services.

Guidelines for Work Experience

WE0501 Participate in oversight and management of HR services.

Work activities to gain the experience and exposure.

WA0101 Review and propose improvements to HR policies and procedures that align with legal requirements and the organisation's goals and objectives.

WA0102 Monitor and evaluate HR services and programs to ensure they are being implemented effectively and efficiently.

WA0103 Provide guidance and support to managers and employees on HR-related issues, including performance management, recruitment, and employee relations.

WA0104 Conduct audits and assessments to identify areas for improvement in HR service delivery and recommend and implement changes as needed.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

SECTION 4 STATEMENT OF WORK EXPERIENCE

Curriculum Number	
Curriculum Title	
	<p>WORK EXPERIENCE MODULES INCLUDED IN THIS STATEMENT</p> <ul style="list-style-type: none"> • 242303-000-00-WM-01, Organisational and HRM strategic planning and strategy implementation processes. NQF Level 7, Credits 8. • 242303-000-00-WM-02, Strategic Talent Management Processes. NQF Level 7, Credits 8. • 242303-000-00-WM-03, Strategic Learning and development and organisational growth processes. NQF Level 7, Credits 8. • 242303-000-00-WM-04, Organisational Employment Relations Management Processes. NQF Level 7, Credits 8. • 242303-000-00-WM-05, HRM service delivery processes. NQF Level 7, Credits 8.
Total number of credits for Work Experience Modules 48	
LEARNER DETAILS	
NAME	
ID NUMBER	
EMPLOYER DETAILS	
Company	
Physical address	
Supervisor Name	
Contact Details	
E-mail	

242303-000-00-WM-01, Organisational and HRM strategic planning and strategy implementation processes. NQF Level 7, Credits 8.

List of Experiences included in the module.

WE0101 Conduct environmental scanning.

WE0102 Review and report on organisational design.

WE0103 Develop/review HR systems, processes, and policies.

WE0104 Review HR information Technology and interpret people analytics.

WE0105 Do HRM Risk assessment.

WE0101 Conduct environmental scanning.

Scope Work Experience

Date

Signature

WA0101 Identifying relevant sources of information and data for environmental scanning.

WA0102 Collecting and analysing information on external factors that could impact the organisation.

WA0103 Evaluating the potential impact of the identified external factors on the organisation.

WA0104 Identifying and assessing opportunities and threats arising from the environmental factors.

WA0105 Communicating the findings and implications of the environmental scanning to stakeholders within the organisation.

Supporting Evidence

Date

Signature

SE01 Reports and action plans.

SE02 Managers Observation and evaluation Report.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0102 Review and report on organisational design.

Scope Work Experience	Date	Signature
WA0201 Evaluate the current organisational structure, roles and responsibilities, and processes.		
WA0202 Identify the organisation's goals and objectives and aligning the design to support them.		
WA0203 Analyse the organisation's culture, values, and communication channels to ensure they are consistent with the design.		
WA0204 Identify potential areas for improvement in the organisational design, including changes to roles, reporting lines, and processes.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		

<i>WE0103 Develop/review HR systems, processes, and policies.</i>		
Scope Work Experience	Date	Signature
WA0301 Conduct a needs assessment to identify the organisation's requirements for HR systems, policies, and procedures.		
WA0302 Research and analysing industry best practices and legal requirements to ensure compliance and effectiveness of HR systems.		
WA0303 Draft HR policies and procedures that align with the organisation's goals and objectives, and ensuring they are communicated and understood by all relevant stakeholders.		

WA0304 Develop HR systems, such as recruitment, performance management, and employee training, that are consistent with the policies and procedures and meet the organisation's needs.		
WA0305 Review and updating HR systems, policies, and procedures to ensure they remain current, relevant, and effective.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		

<i>WM0104 Review HR information Technology and interpret people analytics.</i>		
Scope Work Experience	Date	Signature
WA0401 Identify the HRM information technology and people analytics currently in use in the organisation.		
WA0402 Evaluate the effectiveness of the current HRM technology and analytics in meeting the organisation's HRM needs and goals.		
WA0403 Analyse the quality and accuracy of the HRM data and information generated by the technology and analytics.		
WA0404 Identify potential areas for improvement in the HRM technology and analytics, including changes to software, data management, and reporting processes.		
WA0405 Develop and implementing a plan to optimise the use of HRM technology and people analytics, including training and change management activities.		

Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		

<i>WE0105 Do HRM Risk assessment.</i>		
Scope Work Experience	Date	Signature
WA0501 Identify the potential HRM risks that could impact the organisation, such as legal compliance, employee safety, and reputation damage.		
WA0502 Evaluate the likelihood and potential impact of each identified HRM risk.		
WA0503 Analyse the effectiveness of the organisation's current HRM risk management processes and procedures.		
WA0504 Develop and implementing strategies to mitigate or eliminate identified HRM risks, such as policies, training programs, and contingency plans.		
WA0505 put actions in place to regularly monitor and review the effectiveness of the HRM risk management strategies and adjusting them as necessary.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		

242303-000-00-WM-02, Strategic Talent Management and workforce planning Processes. NQF Level 7, Credits 16.

List of Experiences included in the module.

WE0201 Participate in the development of workforce and talent management plans.

WE0202 Advise on recruitment, selection, induction, on-boarding, transferring and termination of staff.

WE0203 Apply work and job analysis and design tools to implement and improve work performance.

WE0204 Do job evaluation.

WE0205 Review and report on the remuneration strategy.

WE0201 Participate in the development of workforce and talent management plans.

Scope Work Experience

Date

Signature

WA0101 Identify the workforce and talent requirements needed to achieve the organisation's strategic goals and objectives.

WA0102 Analyse the current workforce and talent management practices, including recruitment, retention, and career development.

WA0103 Assess the organisation's current and future talent pipeline and identifying potential gaps in skills and experience.

WA0104 Develop and implementing workforce and talent management strategies to address identified gaps, such as training and development programs, succession planning, and recruitment initiatives.

WA0105 Create processes to regularly monitoring and reviewing the effectiveness of the workforce and talent management strategies and adjusting them as necessary to ensure alignment with organisational goals and changing business needs.

Supporting Evidence

Date

Signature

SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		
<i>WE0202 Advise on recruitment, selection, induction, on-boarding, transferring and termination of staff.</i>		
Scope Work Experience	Date	Signature
WA0201 Advise on recruitment: identifying job requirements, sourcing, and screening candidates, conducting interviews, and selecting the best-fit candidates.		
WA0202 Advise on selection: designing selection criteria, conducting tests and checks, and recommending the most suitable candidate.		
WA0203 Advise on on-boarding: developing orientation programs, providing training and support, and ensuring successful integration of new hires.		
WA0204 Advise on transferring staff: identifying needs, assessing skills and experience, facilitating transitions, and ensuring successful integration into new roles.		
WA0205 Advise on terminating staff: understanding legal requirements, assessing reasons for termination, conducting exit interviews, and ensuring a fair and respectful process.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		

<i>WE0203 Apply work and job analysis and design tools to implement and improve work performance.</i>		
Scope Work Experience	Date	Signature
WA0301 Apply job analysis tools: collecting and analysing information about job duties, responsibilities, required skills and knowledge, and working conditions to develop accurate job descriptions.		
WA0302 Apply work design tools: design efficient work processes, establishing clear roles and responsibilities, determine optimal task sequencing, and ensure effective communication and collaboration among team members.		
WA0303 Apply competency modelling tools: identify the knowledge, skills, and behaviours required to perform job tasks successfully and use this information to develop competency-based job profiles and training programs.		
WA0304 Apply job evaluation tools: compare the relative worth of different jobs based on their responsibilities, required skills, and working conditions, and establishing a fair and equitable pay structure for employees.		
WA0305 Apply performance management tools: establish clear performance goals and expectations, provide regular feedback and coaching, conducting performance evaluations, and identifying opportunities for employee development and growth.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		

WE0204 Do job evaluation.		
Scope Work Experience	Date	Signature
WA0401 Facilitate the selection of job evaluation processes.		
WA0402 Evaluate the effectiveness of current job evaluation tools and processes.		
WA0403 Use different job evaluation processes to evaluate jobs.		
WA0404 Recommend changes/improvements to the job evaluation process.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0205 Review and report on the remuneration strategy.</i>		
Scope Work Experience	Date	Signature
WA0501 Gather data on current compensation practices, including salary levels, benefits, and bonuses, through various sources such as industry surveys, market data, and internal data.		
WA0502 Evaluate the competitiveness and effectiveness of the organisation's remuneration strategy in attracting, retaining, and motivating employees to meet business objectives.		
WA0503 Analyse the internal equity of the compensation structure to ensure fairness and consistency across job roles and levels.		

WA0504 Recommend changes or updates to the remuneration strategy, including adjustments to salary levels, benefit programs, and bonus structures, to align with market trends and business goals.		
WA0505 Develop communication and implementation plans for the revised remuneration strategy to ensure that employees understand and support the changes, and that the new strategy is effectively integrated into the organisation's overall HR practices.		
Supporting Evidence	Date	Signature
SE01 Performance Reports SE02 Managers Observation Reports SE03 Minutes of Meetings SE04 Peer and customer feedback SE05 Signed Off Logbook		

**242303-000-00-WM-03, Strategic Learning and development and organisational growth processes. NQF Level 7, Credits 8.
List of Experiences included in the module.**

WE0301 Implementation of Learning and Development strategies and plans
WE0302 Implementation of Performance Management strategies and plans
WE0303 Implementation of Rewards and Recognition strategies and plans
WE0304 Implementation of Career Management strategies and plans
WE0305 Implementation of Organisational and Individual Wellness strategies and plans
WE0306 Implementation of Organisational Development strategies and plans

WE0301 Implementation of Learning and Development strategies and plans

Scope Work Experience	Date	Signature
WA0101 Conduct a training needs assessment to identify knowledge and skill gaps and determine the most effective training methods and programs to address them.		
WA0102 Develop training materials, programs, and curriculums that are aligned with organisational goals and are engaging, interactive, and effective in meeting the identified learning objectives.		
WA0103 Deliver training programs through various methods, such as in-person, online, or blended learning, and evaluating their effectiveness through assessments, surveys, and feedback mechanisms.		
WA0104 Monitor and tracking employee progress and performance through ongoing coaching and feedback, and providing additional support or training as needed to ensure continued growth and development.		
WA0105 Evaluate the overall effectiveness of the learning and development strategy and programs through metrics such as employee engagement, knowledge retention, and job performance, and making adjustments as necessary to continuously improve and meet the changing needs of the organisation.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0302 Implementation of Performance Management strategies and plans</i>		
Scope Work Experience	Date	Signature

WA0201 Work activities to gain the experience and exposure.		
WA0202 Review the current strategies and plans.		
WA0203 Research leading practices for the task.		
WA0204 Analyse the findings and recommend possible improvements.		
WA0205 Develop an implementation plan for implementing approved recommendations.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		
<i>WE0303 Implementation of Rewards and Recognition strategies and plans</i>		
Scope Work Experience	Date	Signature
WA0301 Work activities to gain the experience and exposure.		
WA0302 Review the current strategies and plans.		
WA0303 Research leading practices for the task.		
WA0304 Analyse the findings and recommend possible improvements.		
WA0305 Develop an implementation plan for implementing approved recommendations.		
Supporting Evidence	Date	Signature
SE01 Performance Reports.		

SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		
<i>WE0304 Implementation of Career Management strategies and plans</i>		
Scope Work Experience	Date	Signature
WA0401 Work activities to gain the experience and exposure.		
WA0402 Review the current strategies and plans.		
WA0403 Research leading practices for the task.		
WA0404 Analyse the findings and recommend possible improvements.		
WA0405 Develop an implementation plan for implementing approved recommendations.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		
<i>WE0305 Implementation of Organisational and Individual Wellness strategies and plans</i>		
Scope Work Experience	Date	Signature
WA0501 Work activities to gain the experience and exposure.		

WA0502 Review the current strategies and plans.		
WA0503 Research leading practices for the task.		
WA0504 Analyse the findings and recommend possible improvements.		
WA0505 Develop an implementation plan for implementing approved recommendations.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		
<i>WE0306 Implementation of Organisational Development strategies and plans</i>		
Scope Work Experience	Date	Signature
WA0601 Work activities to gain the experience and exposure.		
WA0602 Review the current strategies and plans. WA0603 Research leading practices for the task.		
WA0604 Analyse the findings and recommend possible improvements.		
WA0605 Develop an implementation plan for implementing approved recommendations.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement.		

SE05 Peer and customer feedback.		
SE06 Signed Off Logbook.		

<p>242303-000-00-WM-04, Organisational Employment Relations Management Processes. NQF Level 7, Credits 8.</p> <p>List of Experiences included in the module.</p> <p>WE0401 Participate in discipline and grievance handling.</p> <p>WE0402 Participate in forums, meetings, and negotiations with organised labour.</p> <p>WE0403 Review and report on the organisational employee communication systems, processes, and practices.</p>		
<i>WE0401 Participate in discipline and grievance handling.</i>		
Scope Work Experience	Date	Signature
WA0101 Provide guidance and support to managers and employees involved in the discipline and grievance process.		
<p>WA0102 Review and analyse evidence to ensure that the discipline or grievance is being handled fairly and in accordance with company policies and procedures.</p> <p>WA0103 Help to conduct investigations into alleged misconduct or grievances, including interviewing witnesses and collecting evidence.</p>		
WA0104 Advise on the appropriate course of action to take, including potential disciplinary measures or alternative dispute resolution options.		
WA0105 Keep accurate and detailed records of all disciplinary and grievance proceedings to ensure compliance with legal requirements and to provide a history of the case if needed in the future.		
Supporting Evidence	Date	Signature

SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		
<i>WE0402 Participate in forums, meetings, and negotiations with organised labour.</i>		
Scope Work Experience	Date	Signature
WA0201 Represent the company's interests during collective bargaining negotiations with union representatives.		
WA0202 Provide guidance and advice to management on labour laws and regulations to ensure compliance during negotiations.		
WA0203 Facilitate communication and maintain a positive relationship between management and union representatives.		
WA0204 Analyse and review proposals from the union to assess their potential impact on the company's operations and finances.		
WA0205 Develop and implement strategies to resolve labour disputes and maintain a productive work environment.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		

<i>WE0403 Review and report on the organisational employee communication systems, processes, and practices.</i>		
Scope Work Experience	Date	Signature
WA0301 Conduct an audit of current communication practices to identify areas for improvement and develop a comprehensive communication strategy.		
WA0302 Develop/review a range of communication channels, such as newsletters, intranet, and social media, to ensure employees are informed and engaged. WA0303 Provide training and support to managers to improve their communication skills and facilitate effective communication within their teams.		
WA0304 Monitor and evaluate the effectiveness of communication strategies, soliciting feedback from employees and adjusting as needed.		
WA0305 Collaborate with other departments, such as marketing and IT, to ensure a consistent and coordinated approach to internal communications across the organisation.		
Supporting Evidence	Date	Signature
SE01 Performance Reports. SE02 Managers Observation Reports. SE03 Minutes of Meetings. SE04 Managers evaluation statement. SE05 Peer and customer feedback. SE06 Signed Off Logbook.		

<p>242303-000-00-WM-05, HRM service delivery processes. NQF Level 7, Credits 8. List of Experiences included in the module.</p> <p>WE0501 Participate in oversight and management of HR services.</p> <p>WE0502 Determine organisational experience of delivered HR services.</p> <p>WE0503 Report on and provide recommendations for improvement of HR service delivery.</p>		
<p><i>WE0501 Participate in oversight and management of HR services.</i></p>		
<p>Scope Work Experience</p>	Date	Signature
<p>WA0101 Review and propose improvements to HR policies and procedures that align with legal requirements and the organisation's goals and objectives.</p>		
<p>WA0102 Monitor and evaluate HR services and programs to ensure they are being implemented effectively and efficiently.</p>		
<p>WA0103 Provide guidance and support to managers and employees on HR-related issues, including performance management, recruitment, and employee relations.</p>		
<p>WA0104 Conduct audits and assessments to identify areas for improvement in HR service delivery and recommend and implement changes as needed</p>		
<p>Supporting Evidence</p>	Date	Signature
<p>SE01 Performance Reports.</p> <p>SE02 Managers Observation Reports.</p> <p>SE03 Minutes of Meetings.</p> <p>SE04 Managers evaluation statement.</p> <p>SE05 Peer and customer feedback.</p> <p>SE06 Signed Off Logbook.</p>		

WORKPLACE KNOWLEDGE CONFIRMED		
WORKPLACE KNOWLEDGE TYPE	DOCUMENT DESCRIPTION	TESTED DATE
<ul style="list-style-type: none"> • WK01 Organisation specific policies, procedures, and standards 		
<ul style="list-style-type: none"> • WK02 Organisation specific system procedures, protocols, and standards 		
<ul style="list-style-type: none"> • WK03 Organisation specific compliance requirements 		
COMMENTS		
LEARNER		
SUPERVISOR		
COACH/MENTOR		